

**INSTITUTIONAL MARKETING STRATEGIES IN THE
TOURISM INDUSTRY IN TANZANIA
Case Study of Tanzania Tourism Board (TTB)**

**INSTITUTIONAL MARKETING STRATEGIES IN THE
TOURISM INDUSTRY IN TANZANIA**

Case Study of Tanzania Tourism Board (TTB)

By

Elizabeth Chengula

**A Dissertation Submitted to Mzumbe University in Partial Fulfillment of the
Requirement for the award of a Master's Degree in Business Administration
(MBA Corporate Management)**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation titled “Institutional Marketing Strategies In The Tourism Industry In Tanzania” in partial fulfillment of the requirements for award of Masters degree in Business Administration (MBA Corporate Management) offered by Mzumbe University.

Major Supervisor

Internal Examiner

Accepted for the Board of

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DEDICATION

I dedicate this dissertation to my parents. Thank you for giving me a decent education. It has opened so many doors for me.

LIST OF ABBREVIATION

GDP	Gross Domestic Product
MNRT	Ministry of Natural Resources and Tourism
TCT	Tanzania Confederation of Tourism
TTB	Tanzania Tourism Board
TTC	Tanzania Tourism Corporation
URT	United Republic of Tanzania
WTO	World Tourism Organization

ABSTRACT

The main objective of the study was to examine institutional marketing strategies used in the tourism industry in Tanzania by focusing on the Tanzania Tourist Board (TTB). The study was guided by the following objectives: to identify marketing strategies used by TTB to promote the local tourism industry; to assess the effectiveness of TTB's tourism marketing strategies; and to identify challenges faced by TTB in promoting the local tourism industry

The study was conducted in Dar es Salaam at the Head Offices of TTB and used case study research design and used both, primary and secondary data collection methods. Primary data were collected with the use of questionnaires and interview guides, as well as personal observation. Secondary data collection involved the perusal of various documents.

The study identified the main challenges facing TTB in implementing institutional marketing strategies to be; shortage of financial resources which limits the size of the marketing budget used by TTB, lack of expertise on the latest tourism marketing strategies among TTB marketing staff, poor choice of marketing strategies and lack of competence among staff members.

The study concludes that the most effective institutional marketing strategies used by TTB in promoting the tourism industry in Tanzania are using Television advertisements, placing advertisements in tourism and travel magazines, putting display advertisements in strategic areas such as airports, website promotion, hosting international events especially those involving high profile political and business leaders.

To overcome marketing challenges it faces in promoting the tourism industry in Tanzania, TTB takes various measures such as; involving various stakeholders in the tourism sector, improving institutional marketing strategies, increasing the size of the marketing budget, using of online marketing strategies providing marketing training to staff members

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Background Information

Tourism is one of dynamic sectors that has shown a significant growth in recent years. According to statistics from the World Tourism Organization (WTO, 2012), the travel and tourism industry in Africa represents 13.4% of Gross Domestic Product (GDP) and provides 12% of employment. In Sub Saharan Africa alone, the sector contributes to 8% GDP and generates 10.5 million jobs, accounting for 6.6% of total employment.

In Tanzania, tourism became manifested as early as 1949 when the East African Tourist Travel Association was established with its headquarters in Nairobi Kenya. The major aim of establishment of the Association was to promote wildlife Safaris and in particular hunting and protecting the interests of the hunters throughout the East African region (Kanza and Mbimba, 2004).

The tourism industry in East Africa began with the establishment of the Tourist Travel Association in Nairobi in 1949. Tanganyika National Tourism Board was established in 1962 followed by Tanzania Tourist Corporation (TTC) in 1969. TCC was succeeded by the Tanzania Tourism Board (TTB) which was established in 2003 and operates under the Ministry of Tourism and Natural Resources.

According to Kanza and Mbimba (2004), emphasis on tourism promotion in the tourism sector was not accompanied by investments in Information and Communication Technology (ICT). As it was later discovered, the use of ICT is an important input in the development of the tourism sector as it facilitates marketing, promotion and advertising of tourism products to targeted customers located all over the world.

Tanzania is a country blessed with numerous world famous tourist attractions ranging from long beaches with white sand such as those in the island of Zanzibar,

numerous national parks such as Mikumi and Serengeti, game reserves such as Selous (the largest in Africa), Ngorongoro crater, Mount Kilimanjaro (the tallest mountain in Africa) and Gombe reserves (Kanza and Mbimba, 2008)

Bau and Lawson (2007) state that the tourism industry is made up of revenue earning facilities, such as those associated with accommodation and catering, commerce, recreation and real estate. Tourism also involves non-revenue earning facilities such as infrastructure (including airports, roads and municipal services such as parks and tourist offices). Thus, the tourism industry encompasses, both, private and public sector.

The tourism industry in Tanzania mostly depends on safari and game viewing. Tanzania receives nearly 1,200,000 local and international tourists annually, with the number rising or falling depending on various factors such as economic condition, weather, security and competition from other tourist destinations. The tourism industry in Tanzania comprises of two main sub-sectors, hotels and tours operators (TCT, 2009).

1.2 Statement of the Problem

The survival and success of the tourism industry in Tanzania largely depends on their marketing strategies that enable the country to attract tourists. The function of developing marketing strategies and attracting tourists in the tourism industry in Tanzania falls under scope of the Tanzania Tourism Board (TTB) which is under supervision of the Ministry of Natural Resources and Tourism (MNRT).

However, TTB has been facing many challenges that in one way or another hinder it from effectively marketing Tanzania as a favorite destination for tourists. According to Kanza and Mbinga (2008), marketing of tourism in Tanzania is hindered by various challenges such as; lack of marketing skills, poor choice of marketing strategies and lack of sufficient financial resources. Kanza and Mbinga (2008) mention other challenges which hinder TTB to market Tanzania effectively as; lack of access to appropriate and relevant market information, lack adequate staff with

marketing skills, similarity of products, poor packaging of their products, weakness in market identification and development and lack of suitable premises for conducting their businesses.

Marketing of tourism in Tanzania is affected by weaknesses in institutional marketing strategies that linked to the little allocation and/or lack of promotion budget partly due to small budgets that is allocated to TTB which is the organization with the mandate to promote tourism in the country. Other challenges include; lack of expertise in promotion and lack of technical know-how on the latest marketing strategies.

Other problems facing institutional marketing of tourism in Tanzania are; poor choice of marketing mix as well as lack of access and use of information and communication technology in marketing such as the use of websites. Institutional marketing strategies used by local tourism businesses lack the '*wow effect*' and/or the '*breath-taking effect*' needed in the tourism industry.

As a result of the challenges faced by TTB in implementing their marketing strategies, the tourism industry in Tanzania fails to compete with other neighboring countries, specifically, Kenya, and thus fail to attract more tourists to visit Tanzania. Many cultural tourism businesses have collapsed due to lack of market share (Kanza and Mbinga, 2008).

To address the challenges faced by TTB in implementing tourism marketing strategies, the government MTNR, has taken various measures such as preparing a National Tourism Master Plan of 2012, collaborating with the private sector stakeholders through the Tanzania Confederation of Tourism (TCT) and using Tanzania's diplomatic missions abroad to promote tourism (MNRT, 2012).

However, despite of these efforts taken by TTB, MNRT and TCT to market Tanzania as a favorite tourist destination, still the industry has not realized it's full market potential and continues to lag behind other countries which have little to offer in

terms of tourist attractions compared to Tanzania. There is also a knowledge gap on effectiveness of marketing strategies used by TTB. This study hopes to fill that gap.

1.3 Research Objectives

1.3.1 General Objective

The main objective of the study was to examine institutional marketing strategies used in the tourism industry in Tanzania by focusing on Tanzania Tourist Board (TTB).

1.3.2 Specific objectives

The study was guided by the following objectives

- a) To identify marketing strategies used by TTB to promote the local tourism industry
- b) To assess the effectiveness of TTB's tourism marketing strategies
- c) To identify challenges faced by TTB in promoting the local tourism industry
- d) To suggest measures to be taken to improve TTB's tourism marketing strategies

1.4 Research Questions

1.4.1 General Research Question

What are institutional marketing strategies used in the tourism industry in Tanzania?

1.4.2 Specific objectives

The study was guided by the following research questions;

- a) What are marketing strategies used by TTB to promote local tourism industry?
- b) How effective are tourism marketing strategies used by TTB?
- c) What are the challenges faced by TTB in promoting the local tourism industry?
- d) What measures should be taken to improve TTB's tourism marketing strategies?

1.5 Significance of the Study

The findings of this study serves as a guideline to all stakeholders in the tourism industry on marketing strategies used by TTB to promote the local tourism industry, the effectiveness of those strategies, challenges faced by TTB in promoting the local tourism industry and measures taken by TTB, MNRT and other stakeholders to improve the marketing strategies for the local tourism industry.

Also, the findings of this research study will also be used by policy makers within the Ministry of Tourism and Natural Resources and other stakeholders of the tourism industry (e.g.

Tanzania Confederation of Tourism (TCT)) to come up with strategies that will enhance of the effectiveness of the strategies used by TTB in marketing the local tourism industry.

The findings of the study will serves as a stepping stone for future researchers on the same or similar topics by suggesting areas that need further studies to be conducted. Last but not least, successful completion of the study will enable the researcher to fulfill the requirements for the award of a Masters degree in Business Administration (MBA Corporate Management) offered by Mzumbe University.

1.6 Scope and Delimitation of the Study

Due to time constraints, the scope of the study was limited to only one organization involved in institutional marketing of tourism in Tanzania, that is, Tanzania Tourism Board (TTB) despite of the fact that there are other institutions involved in marketing of tourism in Tanzania such as the Ministry of Tourism and Natural Resources (MNRT) and Tanzania Confederation of Tourism (TCT).

1.7 Definition of Key Terms

Marketing and Marketing Strategy

Marketing is the process through which a business anticipates consumer needs and then manages to satisfy those needs to achieve sales (George, 2007). A marketing

strategy is the way in which a company identifies what consumers need, prepares a relevant marketing message, plans how to deliver that marketing message and implements all activities involved in delivering that marketing message.

Tourism and Tourism Industry

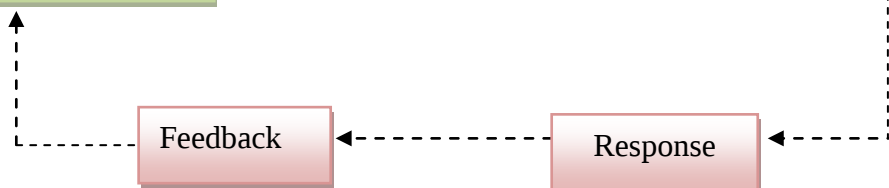
Gunn (1988) defines tourism as any form of travel with the exception of commuting. This definition is in line with the British concept of tourism, which refers to all types of travel. Toepper (2010) defines tourism industry as a sector which involves all tourism-related goods or services and travel including tour operation services, hotel services, accommodation and visiting of tourist attractions.

1.8 Conceptual Framework

Independent variables



Dependent variable



Source: Kotler and Keller (2009)

The study was guided by the conceptual framework shown in the figure above adopted from Kotler and Keller (2009). According to the model, the effectiveness of institutional tourism marketing strategy depends on the level marketing skills possessed by the marketing institution, marketing methods used, clarity of the marketing message, marketing budget, target audience and institutional marketing policies.

Also, the effectiveness of institutional marketing strategies can be measured through the feedback and response of the targeted audience to the marketing message. That

is, positive feedback and response to an institutional tourism marketing strategy shows that the marketing strategy is effective, while a negative feedback and non-response to the marketing message shows that the marketing strategy is not effective.

1.9 Organization of the Dissertation

This dissertation consists of five chapters. The first chapter is made up of the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, definitions of terms and conceptual framework. The second chapter consists of theoretical and empirical literature review. The third chapter covers the methodology of the study.

The fourth chapter consists of the presentation of the findings of the study, discussion of findings of the study. The fifth chapter consists of the summary of findings, the conclusion arrived by the researcher and the recommendations made by the researcher. Both, the conclusion of the study and recommendations are based on the main and specific objectives of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a theoretical and empirical literature review. Theoretical literature review covers various theories postulated by various authors on the research topic while empirical literature review consists of a review of various empirical studies conducted by various researchers.

2.1 Definition of Key Terms

This sub-section contains the list and definitions of terminologies used in various chapters of the study. The intention is to make sure every terminology is clear and defined according to the context of the study. Such terminologies include:

2.1.1 Marketing

Marketing is the process through which a business anticipates consumer needs and then manages to satisfy those needs to achieve sales (George, 2007). Marketing is the way in which a company identifies what consumers want and ensures that these requirements can be met in a profitable and efficient manner which satisfies consumers.

2.1.2 Tourism

According to Fowler and Fowler (2004), the term “tourism” is derived from the Greek word *torso* which means to turn.

This implies that tourism has to do with a phenomenon whereby people (or tourists) travel, in a country or a selection of countries, only to turn home after their journey is complete. The term "tour" is defined as "a journey through a country from place to place.

Eadington and Smith (2002) argue that tourism cannot be thought of as a single cohesive industry. It is rather an "aggregate" activity (United Nations and World

Tourism Organisation, 2004). In its simplest sense, Gunn (1988) defines tourism as including any form of travel with the exception of commuting. This definition is in line with the British concept of tourism, which refers to all types of travel.

Tourism is an industry concerned with touring or travelers. Such a definition, however, is rather broad and does not capture the intricacies of the industry. According to Briassoulis (2005), tourism is multi-sectoral in nature and consists of numerous tangible and intangible activities. Tourism involves a complex of interlinked pursuits, which makes it difficult to delineate clear boundaries of tourism-related activities.

According to Toepper (2001), when defining tourism, one should ensure that it excludes normal activities and tourists must consume tourism-related goods and services and travel a specific minimum distance.

The World Tourism Organisation (WTO) defines a tourist as someone who stays away from home for a period exceeding 24 hours. In other words, spends at least one night at the destination being visited.

Bachmann (2008) differentiates between different types of tourist, for example individual tourists, organized (mass) tourists, business and holiday tourists and tourists with different travel purposes, for example for health reasons, sport, cultural, educational, political, religious and economic reasons. He points out that the bulk of leisure tourists to developing countries appear to be mass tourists.

Cultural tourism is defined as a culture-focused tourism which enables tourists to experience authentic cultures combining nature, scenery, folklore, ceremonies, dances, rituals, tales, art, handicrafts and hospitality.

Cultural tourism products are mainly hand-made products made by locals as part of their culture and traditions. They include; baskets, curios and beads only to mention a few.

2.1.3 Types of tourism

Tourism can be classified in a number of ways based on the nature of activity, location type or duration of stay. A brief description on major types of tourism can be presented as:

Adventure Tourism

Adventure Tourism is a type of niche tourism involving exploration or travel to remote areas, where the traveller should expect the unexpected. Sung (2000) defined adventure tourism as a broad spectrum of outdoor tourist activities, often commercialized and involving an interaction with the natural environment away from the participant's home range.

Agritourism

Akpinaret *al.*, (2004) defines agritourism as style of vacation in which hospitality is offered on farms which may include the opportunity to assist with farming tasks during the visit where the tourists have the opportunity to pick up fruits and vegetables, ride horses, taste honey, learn about wine, shop in gift shops and farms stands for local and regional produce or hand-crafted gifts, and much more.

Ecotourism

Ecotourism essentially means ecological tourism; where ecological has both environmental and social connotations. The International Ecotourism Society defines ecotourism as responsible travel to natural areas that conserves the environment and improves the well-being of local people. Ecotourism refers to tourism that is based on the natural environment (Akpinaret *al.*, 2004).

Heritage tourism

Heritage tourism involves visiting historical or industrial sites that may include old canals, railways, battleground etc with the purpose of gaining an appreciation of the past. In addition to that education, fun, marriage, employment, etc can also be the purpose of heritage tourism. It can also be attributed to historical events that have been dramatized to make them more entertaining (Akpinaret *al.*, 2004).

Cultural Tourism

Cultural tourism is the subset of tourism concerned with a country or region's culture, especially its arts and includes tourism in urban areas, particularly historic or large cities and their cultural facilities such as museums and theatres. According to Hadyn (2003) cultural tourism represents tourism which involves historical, artistic, scientific, lifestyle, heritage and social offerings.

2.2 Theoretical Literature Review

2.2 Theoretical Perspective

To have meaningful review of various literatures, it is very crucial to have a theoretical understanding of the different concepts to be either mentioned or used in the study. In this particular study, it is apparent that literature on marketing-related concepts as well as tourism generally and cultural tourism in particular need to be reviewed. This helps to, among other things, understand the field of study while establishing some gaps to be filled by the present study. The following are but some terms reviewed and defined:

2.2.1 Marketing Mix

The marketing mix represents the organization's marketing offering and consists of the variables that the organization puts together to satisfy the needs and desires of the target market (Bennett 2008). The traditional marketing mix has four components, namely, product, price, place and promotion. Of late other 3P's have been added to include; people, process and physical evidence

The marketing mix is comprised of four components: products, distribution, price and promotion (Crompton and Lamb, 2006). These four components are used to respond to the needs and wants of customers and to enable the seller to meet its objectives. Both selection of target markets and the elements of marketing mix can be manipulated to achieve the desired outcome of finding a market for a particular product. Mandell (2005) points out that the four elements have to be in harmony with one another. The marketing mix elements are controllable because the marketer decides what they should be, but the marketing mix has to be implemented in an

environment, which is uncontrollable by marketers. Marketers should bear in mind that the marketing mix variables are affected by the marketing environmental.

2.2.1.1 Product

According to Kotler (2004) product means the goods and services combined company offers to the target market. When developing a product services companies must analyze the customer to see how well the product is suited to the customer's needs. It is essential to package and present a product to the customer in the best way possible to help convince the customers that you are best placed to cater for their needs.

Products or market offerings are the basis of any business, which is why the product can be regarded as the reason for marketing (Wells, Burnett & Moriarty 2008). If there were no product (or service) there would be nothing to sell. A company aims to make the product different and better in a way that will cause the target market to favour it and even pay a premium price for it (Kotler, 2009).

The term "product" refers to the bundle of attributes and features, both tangible and intangible components offered by a firm (Burnett and Moriarty, 2008). Tangible components are, for example, product size, colour, shape and packaging. Intangible components include style, image, prestige and brand name. The tourism product may comprise a place, service, tangible products or experiences.

The tourism product can be thought of either as the total tourism product (the total holiday package consisting of accommodation at various hotels and different types of transport used) or that of the individual producer (Bennett 2008). The developer of a tourism product needs to think about the product at three levels, that is, the core product, the tangible product and the augmented product.

2.2.1.2 Price

Price is the amount of money customers have to pay to obtain a product or service and it is important when making a marketing plan, some customers will care more

about the price than the quality of a product or service. With competition being high it is essential for a company to make price decisions critically. Analyzing what competitors are offering for a similar product is essential to ensure uniformity.

Price is the value the seller and buyer assign to the product (Burnett and Moriarty 2008). However, price has different meanings for sellers and buyers. To the seller it means a series of cost components and an expected profit margin. The price a seller sets for a product is based not only on the cost of making and marketing the product, but also the seller's expected profit level (Wells, Burnett and Moriarty, 2008).

The price charged is based on what the market will bear, the relative value of the product and on what the competition is doing. For the buyer, it is a calculation of the price for comparable products, the expected price, perceived risk and the need for the product. Thus the price at which a product is sold has to be a compromise between what the buyer is willing to pay and what the seller is willing to sell the product for.

Since pricing information is often a key factor in motivating consumers to act, information about pricing is probably the most important message that can be transmitted to consumers. The difference between price and the other three marketing mix elements is that it produces revenue, whereas the others create costs (Kotler, 2009). Price discounts, rebates and coupons are price adjustments intended to spur purchase.

For consumers, price bundling is a good motivating factor for buying the product. Price bundling is the practice of selling multiple units of a product or combination of complimentary products for a lower total price than if sold separately. When used in tourism, a product package is sold which includes airfare, transport, accommodation, entertainment and meals.

2.2.1.3 Place

Place strategy includes company activities that make the good available to target consumers (Kotler, 2004). It is essential for a product to be at the customers' disposal

when they need them that is why companies should ensure use of right distribution channels when dealing with customers the choice of the channel differs from product to product.

Place is an important consideration because tourists must travel to the destination in order to consume the tourism product. The more attractive the place, the more marketable the place becomes as a tourist destination. The same applies for countries, hotels and other premises where tourism products and services are being sold and offered respectively (Kombe, 2004).

2.2.1.4 Promotion

Promotion is defined as a whole array of methods and procedures by which an organization communicates with its target market. Promotion strategy centers on communication. Communication channels used by a tourism business explain is among the factors which convince customers to buy a tourism product. A successful promotion should be able to build awareness and interest in a product.

Promotion or marketing communication is the final element in the marketing mix. It is intended to send marketing-related messages to a selected target audience and to persuade consumers to purchase the product. It covers all those communication tools that can deliver a message to a target audience (Kotler, 2009). The above marketing instruments can be regarded as the four traditional elements of the marketing mix.

Promotion may be divided into four areas: personal selling, advertising, sales promotion and public relations. Personal selling for the tour packages that takes place through tourism trade fairs. Also, the personal sources of information through contact that is form tourist word of mouth. Advertising is through different media: internet (web pages or banners), newspapers, television, or radio.

2.2.1.5 Physical evidence

Tourism services are essentially intangible, so customers often rely on physical evidence in the service environment to evaluate the quality of a product or service.

The physical environment can also influence customers' choices, expectations, behavior and satisfaction with the tourism organization. The physical environment may be regarded as lean or elaborate (Bennett, 2008).

2.2.1.6 People

With regard to people as an element of the marketing mix, there is strong relationship between the people involved in marketing and effectiveness of marketing strategies used by a business. People involved in marketing and selling should be adequately trained to be able to perform their duties effectively. The more skilled people are in marketing and sales, the more effective the implementation of marketing strategies (Bennett, 2008).

2.2.1.7 Process

Process is another component of marketing mix that may hinder or enhance the marketing process (Bennett, 2008). The more effective the marketing process, the more effective the marketing strategy becomes. An example of a process in marketing is the use of information technology in marketing. Businesses that use websites to promote their businesses are more likely to sell more than companies that don't have websites.

2.2.2 Marketing Communication Channels

Marketing communication is the collective term for all the communication functions used in marketing a product. Each marketing function has unique strengths and companies are finding more and better ways to use these functions strategically. Promotional decisions need to be made about advertising, direct marketing, interactive marketing, sales promotion, publicity and personal selling (Belch and Belch, 2007).

Most of these functions have been used for at least a hundred years, so individually they are not new, but what is new is managing them in an integrated fashion as part of a strategic communication program in a changing environment. Different marketing strategies are used by tourism organizations to promote their services. To

facilitate promotion of their products and services, different media are used (Duncan, 2008).

2.2.2.1 Media

Media are channels through which organizations advertise their products (Youell, 2008). Popular media channels include newspapers and magazines, television, radio, cinema, transport, outdoor advertising and electronic advertising. The channel is the method whereby which communication travels from the source (sender) to the receiver (Belch and Belch, 2007).

Two types of channels of marketing communication exist, namely personal and non-personal channels of communication. Advertising, sales promotion and publicity and public relations can be regarded as non-personal communication channels, whereas direct marketing, interactive marketing and personal selling can be viewed as personal means of communication (Belch and Belch, 2007).

These two media channels will now be discussed in more detail. Information received from personal influence channels is generally more persuasive than information received via the mass media, since the sales message is far more flexible, personal and powerful than an advertisement. The message can be adapted to the prospective customer at the time of sale and immediate feedback is possible (Belch and Belch 2007).

2.2.2.2 Advertising

Advertising is the use of paid media by an organization to inform existing and potential customers and persuade them to buy its products. Advertising implies the use of mass media that can transmit a message to large groups of individuals. There is no opportunity for feedback from the message recipient, so before the message is sent, the advertiser must consider how the audience will interpret (Youell, 2008).

Advertising is a non-personal form of mass communication and offers a high degree of control for those responsible for the design and delivery of the advertising message (Fill, 2009). Then the author stated that the flexibility of this tool is good

because it can be used to communicate with a national audience or a particular specialized segments and a vast number of people can be reached with the message.

2.2.2.3 Personal communication

Personal channels of communication are direct interpersonal contact with individuals or groups. Media that carry messages to identifiable customers or prospects are referred to as addressable media, because all these types of media can be used to send brand messages to specific geographic and electronic addresses. Addressable media include postal mail, fax, telephone and the Internet (Duncan, 2008).

Personal selling is a communication tool which involves face-to-face activities undertaken by individuals, in order to inform, persuade or remind an individual or group to take appropriate action, as required by the sponsor's representative (Fill, 2009). A sales person engages in a one-to-one basis where instantaneous feedback is possible.

2.2.2.4 Direct marketing

Direct Marketing is defined as any activity which creates and profitably exploits a direct relationship between the company and its prospect. Once the relationship is initiated, it can be developed and maintained with a variety of promotional techniques, from direct mail to personal selling. Direct marketing refer to all media activities that generate communications and responses with customer (Fill, 2009).

Direct marketing, if planned and executed effectively, has the potential to be more cost-effective than any other promotional tool because of the precise targeting that the technique allows. Existing customers can be contacted to introduce them to new products and special offers, while new customers can be identified and encouraged to purchase products and services through direct channels (Youell, 2008).

Types of direct marketing include direct mail, telemarketing, direct response advertising and door-to-door pamphlet distribution. More recently, the Internet has been introduced as a form of marketing communication. Considering that the Internet

only became accessible to public users in 2004 and has grown rapidly since, it has potential as an excellent marketing tool (Hanson, 2008),

2.2.2.5 Interactive marketing

Two-way media, which allow both companies and customers to send and receive messages, are called interactive media. The benefit of interactive media (telephone, e-mail, personal salespeople) is that they allow an instant exchange of information to take place (Duncan, 2008), making it possible for a customer to contact the company and receive feedback.

2.2.2.6 Personal selling

Personal selling is a form of person-to-person communication, in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product or service. Personal selling involves direct contact between buyer and seller, which gives the marketer communication flexibility. This means that the seller can see or hear the potential buyer's reactions and modify the message (Belch and Belch, 2007).

2.2.2.7 Non-personal communication

Non-personal channels of communication carry a message without interpersonal contact between sender and receiver. Non-personal channels are generally referred to as mass media, because they are communication channels through which messages may be sent to the "masses", that is, large diverse audiences (Duncan, 2008).

2.2.2.8 Sales promotion

The marketing activities that provide extra value or incentives to the sales force, distributors or the ultimate consumer can be regarded as sales promotion. The two categories of sales promotion are consumer-oriented sales promotion and trade-oriented sales promotion. Promotion stimulates short-term sales by means of coupons, sampling, premiums, rebates or contests. Promotion is one of the most important elements of modern marketing which includes the action plan that basically intend to inform and persuade the potential customers or trade

intermediaries to make a specific purchase or act in a certain manner. Modern marketing calls for more than developing a good product, pricing it attractively, and making it available to target customers (Kotler, et al, 2006).

Promotion consists of those activities that communicate the merits of the product or service and persuade target customers to buy it (Kotler, et al, 2005). For a marketer it is important to determine what promotion activities are supposed to achieve, how the promotional activities will be conducted, media vehicles be used for the purpose and how the effectiveness of a campaign be evaluated.

2.2.2.9 Public relations

Public relations is the art and social science of analyzing trends, predicting their consequences, counseling organization's leadership, and implementing planned programs of action which will serve both the organization's and the public interest. The statement also indicates the necessity of public relation of being a part of the wider perspective of corporate strategy.

Publicity is probably the most credible form of marketing communication since it is not the company itself but rather an outsider who compliments or criticizes the company. Publicity is not directly paid for, since the company attempts to encourage the media to say something positive about it in their newspapers or magazines by performing well, providing unique services or sponsoring an event (Motlatla, 2008).

Public relations involve creating a positive image of the business to its publics which include customers, shareholders, employees and suppliers. It is the management function whereby public attitudes are evaluated, and a program of action to earn public understanding and acceptance is executed (Motlatla, 2008). Public relations are supportive, rather than primary factors in the marketing and promotional process.

2.2.3 Marketing Communication Methods

The main purpose of tourism marketing is to link the potential tourists with service providers. Various forms of promotional activities can serve this purpose and leads

the marketers undertaking several promotional measures by using the different promotional tools in order to provide the related information to the potential tourists and influence their decisions to visit the destination and enjoy the attractions (Pender, 2009).

Successful management of an organization's communications with its customers, intermediaries and other publics is essential (Pender, 2009). Without proper marketing communication a well-designed and manufactured product could go unnoticed no matter how agreeable the price. Different marketing communication methods are used to make sure that the product or service being produced is noticed. If the concepts of marketing and communication are combined, it can be said that marketing communication describes the combination of methods used to communicate with targeted consumers (Pender, 2009). It is the collective term for all communication functions used in marketing a product such as advertising, public relations, sales promotion, direct-response marketing, interactive media and personal selling.

The combination of marketing communication tools chosen greatly affects the success of the marketing communication effort (Pender, 2009). It is often extremely difficult to decide which marketing communication tools to choose from since there are many tools, each with numerous strengths and weaknesses. The aim of this chapter is therefore to discuss each marketing communication method and its application in tourism.

2.2.4 Marketing Management

Marketing management is one of the fastest growing management approaches being adopted across many organizations. According to Light (2007), marketing management evolved from business processes such as relationship marketing and increased emphasis on customer retention through the effective management of customer relationships (Payne *et al.*, 2009). Marketing Management has become a leading business strategy in competitive business environment. Marketing Management can be viewed as 'Managerial efforts to manage business interactions

with customers by combining business processes and technologies that seek to understand a company's customers' Companies are becoming increasingly aware of benefits provided by Marketing Management (Kim *et al.*, 2003).

Some potential benefits of Marketing Management are as follows:

- a) Increased customer retention and loyalty,
- b) Higher customer profitability
- c) Creation value for the customer,
- d) Customization of products and services,
- e) Lower process, higher quality products and services.

Core parts of marketing management activities include; understanding customers' profitability and retain profitable customers. To cultivate the full profit potentials of customers, many companies already try to measure and use customer value in their management activities. Therefore, many firms are needed to assess their customers' value and build strategies to retain profitable customers (Rosset, 2008).

The more a marketing paradigm evolves, the more long-term relationship with customers gains its importance. Marketing management pursues long-term relationship with profitable customers. It can be a starting point of relationship management to understand and measure the value of customers since marketing management as a whole is to be deployed toward the targeted customers (Levine, 2003).

Marketing initiatives have resulted in increased competitiveness for many companies as witnessed by higher revenues and low operational costs. Managing customer relationships effectively and efficiently boosts customer satisfaction and retention rates. Marketing management helps organizations assess customer loyalty and profitability on measures such as repeat purchases, dollars spent, and longevity (ibid).

2.3 Empirical Literature Review

This sub-section highlights some literature on various studies already done on tourism marketing at global, regional and national level in that arrangement.

2.3.1 Global and regional studies on tourism marketing

A study conducted by Hossain and Hossain (2008), to identify different marketing techniques used by different tour operators within Bangladesh revealed that tourism marketing involve various promotional activities such as producing and distributing printed materials including brochures, souvenirs, booklets, guides, leaflets and posters for disseminating information among the prospective markets.

In the study, Hossain and Hossain (2008) found that the promotional materials are distributed with the help of different foreign tour operator and Bangladesh mission offices abroad. Other promotional products used by tour operators include; tourist maps, view cards, and picture post cards. These printed materials are distributed in order to disseminate the key information highlighting the tourism attractions of Bangladesh.

Similar to Bangladesh, a study was conducted by Hossain (2009) in Egypt to understand various approaches used by tourism organisations in promoting tourist products. From the study, Hossain (2009) found that tour operators in Egypt also maintain contact with travel agencies in some important tourist-generating countries to familiarize them with the tourism installations and facilities in Bangladesh.

The study by Hossain (2009) also identified other measures taken by tour operators in Egypt to promote tourism products including; making advertisements in the local newspapers, participation of different exhibitions arranged locally, participate in international tourism fairs to and encourage tourists and try to sell package tours to the foreign tour operators as well as to the individual tourist and advertising on Television. A study conducted by Wang (2008) on marketing of cultural tourism in China found that brochures and other printed materials have been long neglected in China as part of the marketing strategy. This is due to high costs of production and

distribution of brochures. Thus, brochures are made only at special times for promotional purposes and usually appear small quantity.

From the study Wang (2008) also found that advertising on television and in the newspaper are the first choice of travel agencies; however there is a great potential demand for the application of new technologies. Many cultural tourism businesses in China have resorted to the use of websites and E-mail marketing as their primary marketing strategy.

In Kenya, a study conducted by Nyaga (2008) to assess marketing techniques used by various tour operators revealed that 78% of cultural tourism businesses in Kenya use internet marketing strategies to promote their products. This involves the use of websites and e-mail marketing. The study also established that this strategy is very effective in attracting tourists from abroad where it is impossible to use brochures. Nyaga (2008) also found that tourism businesses use websites for disseminating the information to the potential tourists. But the fact is that the web page does not contain the complete information of Bangladesh tourism and its related facilities. As a result, it is tough for a potential tourist to have the required information from the said website, hence reducing the potential for business.

Lastly, Nyaga (2008) also pinpointed how local markets, tourism businesses in Kenya advertise in different newspapers, magazines, television and radio. Sometimes, cultural tourism businesses advertise in specialized and special interest magazines. However, the businesses don't use any local or international Television channels because it is expensive to do so.

2.3.2 Local studies on tourism marketing

Tourism is one of the sectors with substantial contribution to the economy of Tanzania (URT, 2008; TTB, 2008). However, tourism marketing is among the key challenges facing the tourism sector in general and cultural tourism in particular (URT, 2008). A study conducted by Wade (2008) in Arusha revealed that shortages of trained marketing staff hinder marketing of tourism services and products.

Tourism has become a major contributor to the gross national product (GNP) of many nations including Tanzania, with the marketing of countries and destinations to attract visitors becoming an essential common practice. Companies need to be exposed to the marketplace in order to attain new and existing business resulting in marketing becoming an essential aspect of every business (TCT, 2009).

The number one marketing priority for a tourism business should be to create customers. The company is rewarded by making sales, which in turn provide profits. This leads to building customer relationships, which involve a series of interactions between individuals and a company over time. Marketing is a concept that focuses on meeting customer wants and needs (Duncan, 2002).

To be able to satisfy customer wants and needs, it is necessary to consider the marketing mix of the product or service the company is providing. The marketing mix involves four marketing strategy areas namely product, price, promotion, place, people, process and physical evidence. These “seven Ps” determine how a product is made or a service provided, how much it costs and where it is distributed (Duncan 2002),

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a description of all activities done by the researcher in the process of collecting and analyzing data. This chapter presents the overall research design, are of the study, sample of the study, sample size, sampling techniques that were used to select respondents, nature of the study, data collection techniques that were used to collect relevant information and data analysis as well as sources of data collection techniques.

3.2 Research Design

This study used descriptive research design due to the fact that there are empirical studies which exist on the subject matter. This means that a descriptive study pre-supposes much prior knowledge about the phenomenon being studied. Another reason for using exploratory research design is nature of the problem being studied, which is clearly defined in the statement of the problem.

3.3 Area of the Study

The study was conducted at Tanzania Tourist Board (TTB) because it was easy to collect the required information concerning the study. Also the research was conducted in less cost and contributed the improvement of the tourism systems in Tanzania, and it is an area where the researcher is familiar with the environment and expect high response rate from the respondents.

3.4 Population of the Study

According to Babbie (2007), the term population connotes an entire group of individuals, events or objects that have a common observable characteristic. It refers to all elements that meet certain criteria for inclusion in a given universe. The population of this study comprised of members of staff of TTB who are directly or indirectly involved in marketing of the local tourism industry.

3.5 Sample, Sample Size and Sampling Technique

Kothari (2006) defines sample as a collection of some parts of the population to be a true representative of the population. Sample size refers to a number of items to be selected from the population. A sample size of 50 respondents was purposively selected from among the population of members of staff of TTB based on the criteria that they are directly or indirectly involved in marketing of the local tourism industry.

3.6 Data Collection Methods

The study used both primary and secondary data. Documentary sources such as relevant books, journals, articles, official publications, newspaper clippings, reports and seminar papers were utilized to present the facts and to substantiate the arguments in order to secure secondary data. In respect to primary data, interviews, questionnaires, photographs, and observation, were used to collect data.

3.6.1 Interview method

According to (Kothari, 2006), an interview is a set of question administered through oral or verbal communication or is a face to face discussion between the researcher and the interviewee respondent. There are two types of interviews, namely structured and unstructured interviews. Both types of interviews were conducted with respondents because they enabled the researcher to get straight answers to research questions.

The researcher used interviews because they allow face-to-face communication with respondents, It is a simple and easier way or method of acquiring information that provides straight answers to research questions. Through interviews, the researcher collected information on institutional marketing strategies used by TTB to promote tourism.

3.6.2 Observation

According to Kothari (2006), observation is a data collection method that involves seeking information by the way of environment scanning. The researcher used

observation method to evaluate institutional marketing strategies used by TTB. The researcher used observation method to collect data because it allowed her to see for herself the institutional marketing strategies used by TTB.

3.6.3 Documentary review analysis

Documentary review is a data collection method that involves the perusal of various documents. During the study, the researcher reviewed various documents such as the National Tourism Master Plan, the National Tourism Policy, TTB's tourism marketing strategies, annual reports, tourism performance evaluation reports and various tourism marketing materials prepared by TTB such as fliers, brochures, websites and videos.

3.7 Data Collection Instruments

3.7.1 Questionnaires

A questionnaire is a set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back the filled questionnaire to the researcher. In this study questionnaires were used to collect information from respondents. The reason for using questionnaires is because they cover large sample at low cost, and gives respondents adequate time to give well thought-out answers.

3.8 Data Management and Analysis

Data and information collected during the study was reduced into summary form that was processed by normal office applications such as Microsoft Excel spreadsheet software. The findings of the research study were organized and the data was presented in the form of words, numbers and percentages by using tables, pie charts, histograms and graphs.

CHAPTER FOUR

STUDY FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings, their analysis and the discussion. Presentation and analysis of findings enables the researcher to show what data was collected, how it was presented, how it was analyzed and what the implications of the findings are.

4.2 Demographic characteristics of respondents

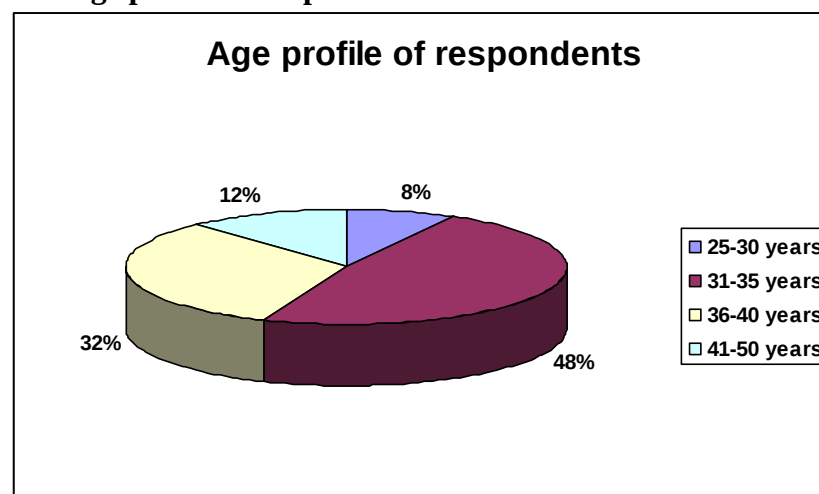
4.2.1 Age of the respondents

Table 4. 1 : Age profile of respondents

	Males	Females
25-30 years	4	8
31-35 years	24	48
36-40 years	18	36
41-50 years	6	12
Total	50	100

Source: **Researcher's Analysis (2013)**

Figure 4. 1 : Age profile of respondents



Source: **Researcher's Analysis (2013)**

From Table 4.2 and Figure 4.2, it is apparent that majority of respondents were aged 31 to 35 years (48%). 24 (48%) of respondents were aged between 36-40 years, 18 (32%) had their age between 36-40 years old, 6 (12%) were aged 41-50 years old and only 4 (8%) of respondents were aged 25-30 years. These findings show that majority of respondents are young people which means they are energetic and are able to perform their duties effectively.

4.2.2 Gender profile of respondents

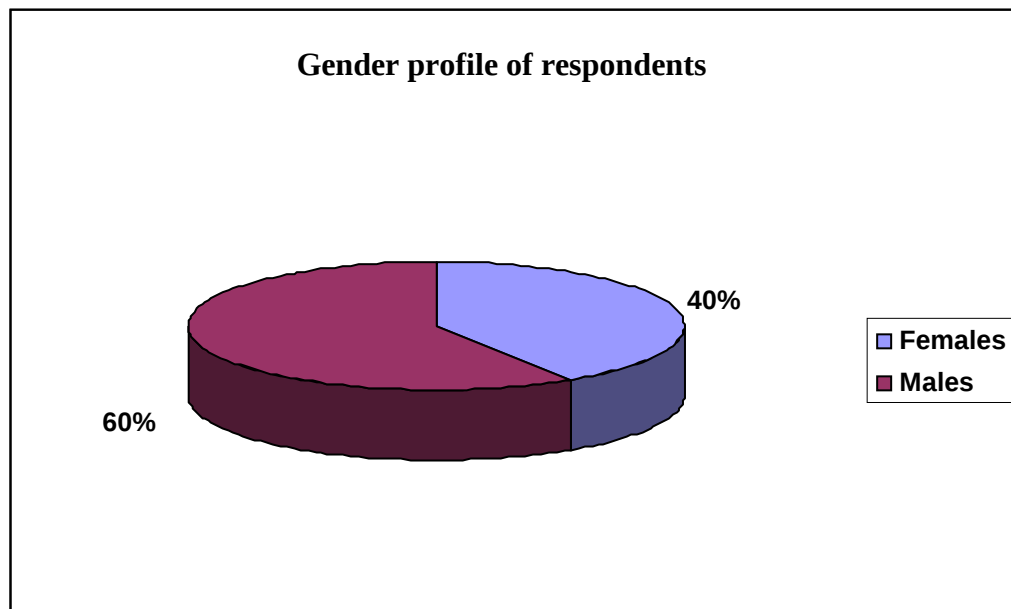
Gender was among the descriptive demographic parameters asked to the respondents.

Table 4. 2 : Gender profile of respondents

	Males	Females
No. of respondents	30	20
Percentage (%)	60	40

Source: **Researcher's Analysis (2013)**

Figure 4. 2 : Gender profile of respondents



Source: **Researcher's Analysis (2013)**

As indicated in Table 4.2. and Figure 4.2, males were 30 (60%) of respondents while women were 20 (40%) of respondents. This shows that TTB is an equal opportunity employer as both females and males are almost equally presented.

4.2.3 Level of education of respondents

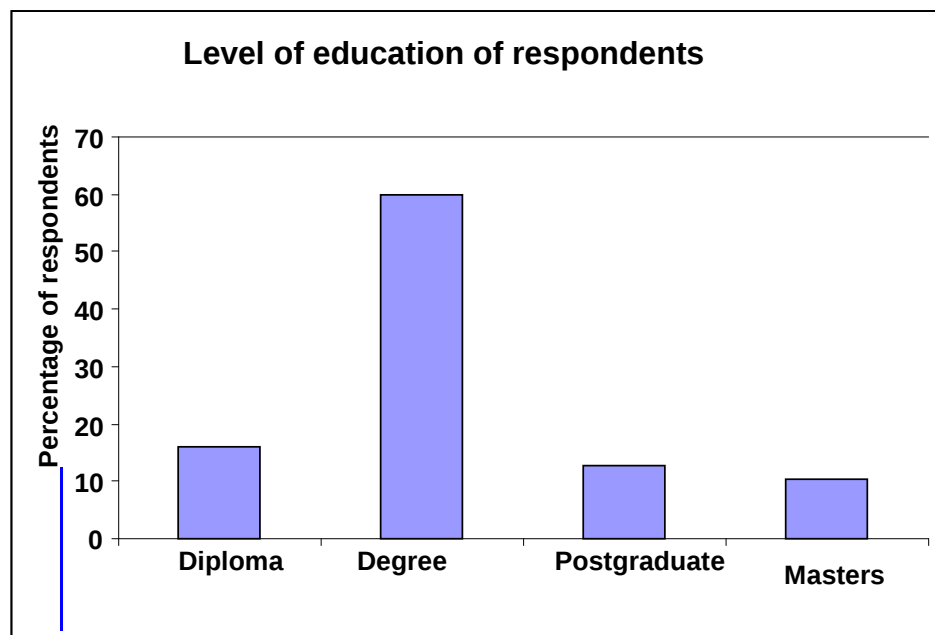
Respondents were asked to indicate their education levels.

Table 4. 3 : Level of education of respondents

	No. of respondents	Percentage (%)
Diploma	8	16
Degree	30	60
Post Graduate	7	14
Masters	5	10
Total	50	100

Source: **Researcher's Analysis (2013)**

Figure 4. 3 : Level of education of respondents



Source: Researcher's Analysis (2013)

The findings above show that 30 respondents (30%) have degrees, 8 respondents (16%) have Diplomas, 7 respondents (14%) have Post Graduate Diplomas, and 5 respondents (10%) have Masters Degrees. These findings show that majority of respondents are adequately qualified and this enables them to effectively fulfill their duties with regard to institutional tourism marketing strategies within TTB.

4.2.4 Awareness on institutional tourism marketing strategies

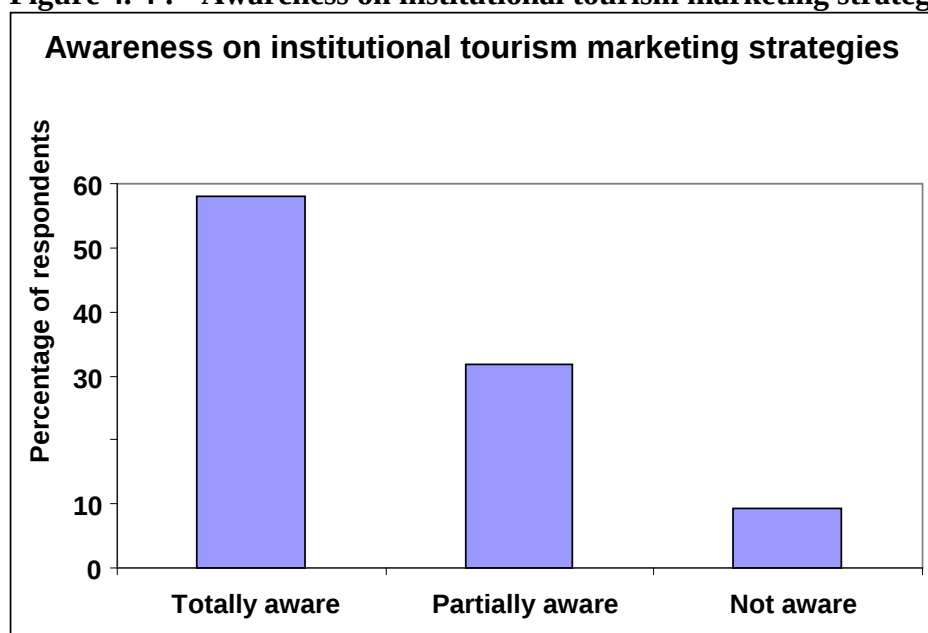
When probed about their awareness on institutional tourism marketing strategies, majority of the respondents indicated to be aware.

Table 4. 4 : Awareness on institutional tourism marketing strategies

	No. of respondents	Percentage (%)
Totally aware	29	58
Not aware	16	32
Partially aware	5	10
Total	50	100

Source: **Researcher's Analysis (2013)**

Figure 4. 4 : Awareness on institutional tourism marketing strategies



Source: **Researcher's Analysis (2013)**

A total of 29 (58%) respondents reported to be totally aware of institutional tourism marketing strategies businesses, 16 (32%) were partially aware, while only 5 (10%) of respondents were not aware of institutional tourism marketing strategies. These findings show that majority of respondents are aware of institutional tourism marketing strategies used by TTB, TCT and other stakeholders in the tourism industry and this contributes to effectiveness of TTB in marketing of tourism in the country.

4.2.5 Experience of respondents in tourism industry

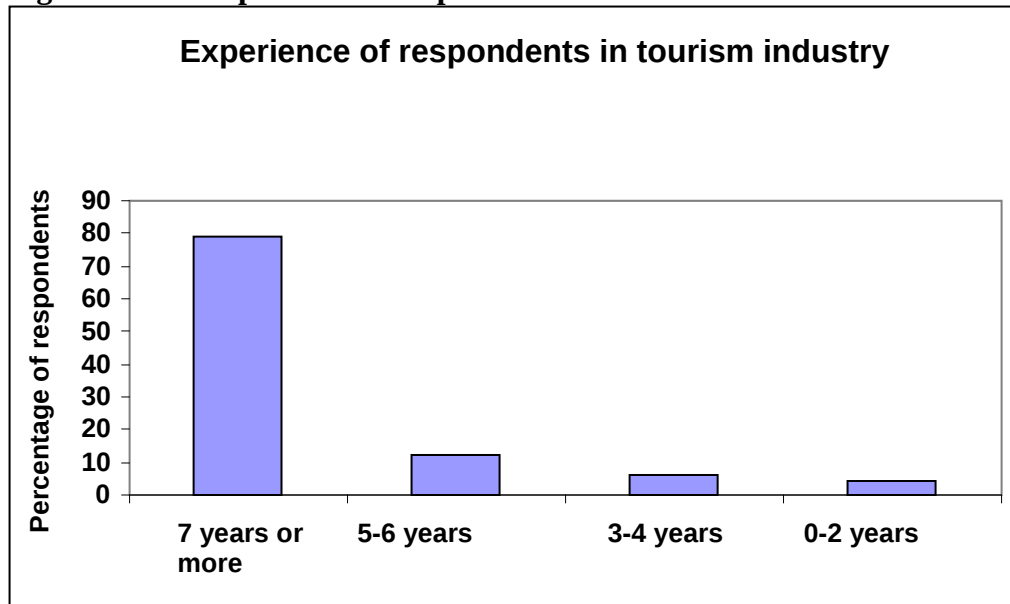
Respondents were asked to indicate their level of experience in tourism industry as presented in Table 4.5 and Figure 4.5 below.

Table 4. 5 : Experience of respondents in tourism industry

	7 years or more	5-6 years	3-4 years	0-2 years
No. of respondents	39	6	3	2
Percentage (%)	78	12	6	4

Source: **Researcher's Analysis (2013)**

Figure 4. 5 : Experience of respondents in tourism



Source: **Researcher's Analysis (2013)**

The findings above show that 39 (78%) of respondents had experience of 7 years or more in the tourism industry, while 6 (12%) of respondents had experience of 5-6 years, 3 (6%) of respondents had experience of 3-4 years and 2 (4%) of respondents had experience of 0-2 years. These findings show that majority of respondents have vast experience in the tourism industry and this enhances their ability to use institutional tourism marketing strategies and hence improve the effectiveness of

4.3 Institutional Marketing Strategies used by TTB

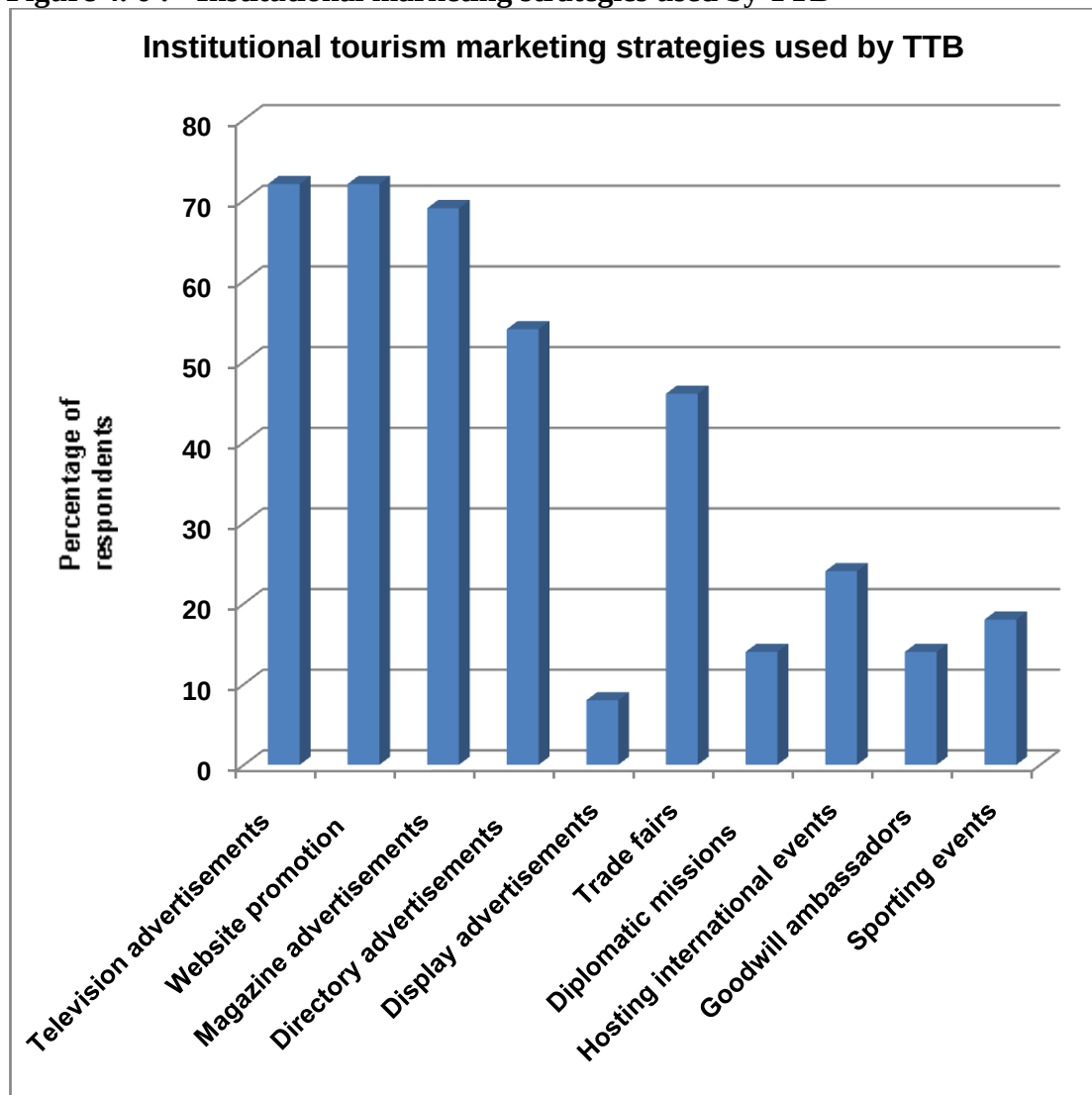
The researcher analyzed the feedback from respondents on various forms of institutional marketing strategies used by TTB to market and promotes the tourism industry in Tanzania. Respondents were asked to choose among 10 various forms of institutional marketing strategies. The findings of the analysis were documented as shown in the table and figure below;

Table 4. 6 : Institutional marketing strategies used by TTB

	No. of respondents	Percentage (%)
Television advertisement	72	72
Website promotion	72	72
Magazine advertisements	69	69
Directory advertisements	54	54
Display advertisements	8	8
Trade fairs	46	46
Diplomatic missions	14	14
Hosting international events	24	24
Goodwill ambassadors	14	14
Sporting events	18	18

Source: **Researcher's Analysis (2013)**

Figure 4. 6 : Institutional marketing strategies used by TTB



Source: **Researcher's Analysis (2013)**

The findings above show that the main forms of institutional tourism marketing strategies used by TTB are; Television and website advertisements (both mentioned by 72% of respondents), magazine advertisements (69%), directory advertisements (54%), trade fairs (46%), hosting international events (24%), sporting events (18%), diplomatic missions and goodwill ambassadors (both mentioned by 14% of respondents) and display advertisements in airports and football stadiums. These findings show that TTB uses a combination of various marketing strategies to promote tourism.

4.4 Effectiveness of Institutional tourism marketing strategies used by TTB

4.4.1 Television advertisement is an effective tourism marketing strategy

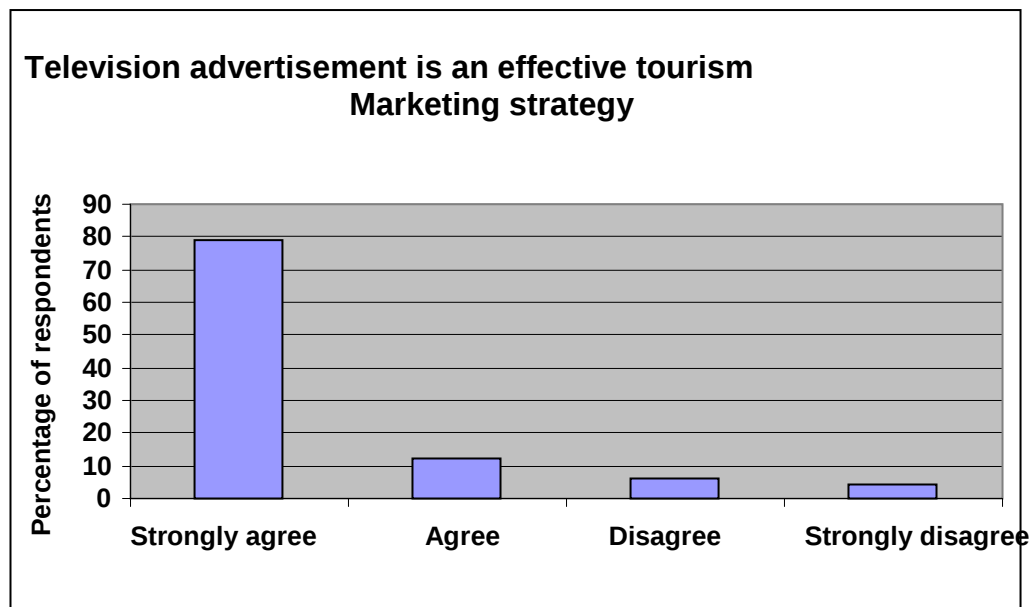
To establish the effectiveness of television advertisements as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in the table 4.4.1 and Figure 4. 8 below.

Table 4. 7 : Television advertisement is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	39	6	3	2
Percentage	78%	12%	6%	4%

Source: Researcher's Analysis (2013)

Figure 4. 7 : Television advertisement is effective tourism marketing



Source: Researcher's Analysis (2013)

The findings above show that 78% of respondents strongly agree that television advertisements are an effective institutional tourism advertisement, while 12% of respondents agree, 6% of respondents disagree and 4% of respondents strongly disagree. These findings show that television is an effective marketing strategy.

4.4.2 Website promotion is an effective tourism marketing strategy

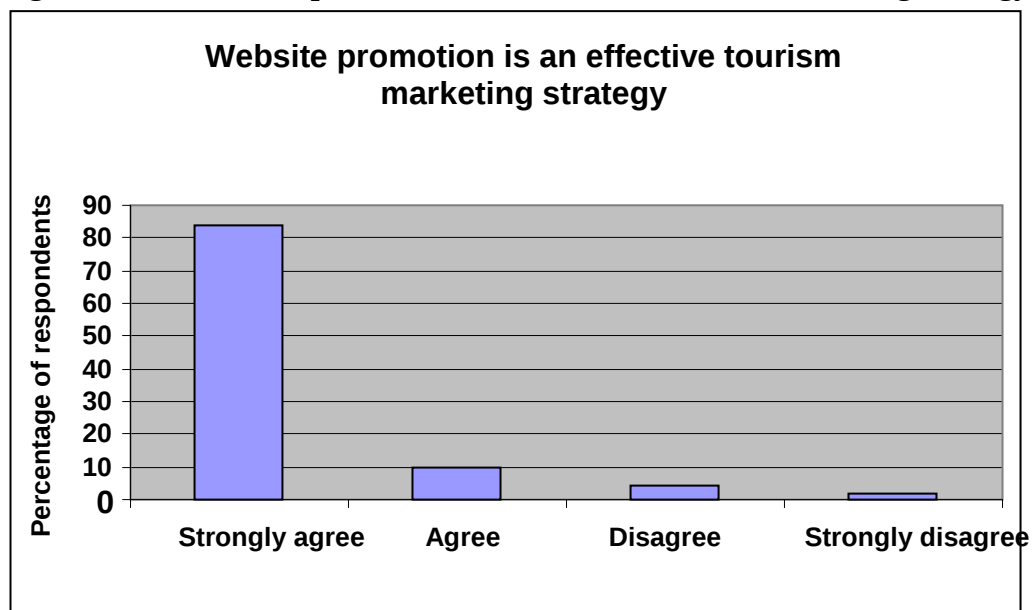
To establish the effectiveness of website as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in the table 4.4.2 and Figure 4.9 below.

Table 4. 8 : Website promotion is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	42	5	2	1
Percentage	84%	10%	4%	2%

Source: Researcher's Analysis (2013)

Figure 4. 8 : Website promotion is an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 84% of respondents strongly agree that website promotion is an effective institutional tourism promotion strategy, while 10% of respondents agree, 4% of respondents disagree and 2% of respondents strongly disagree.

4.4.3 Magazine advertisement is an effective tourism marketing strategy

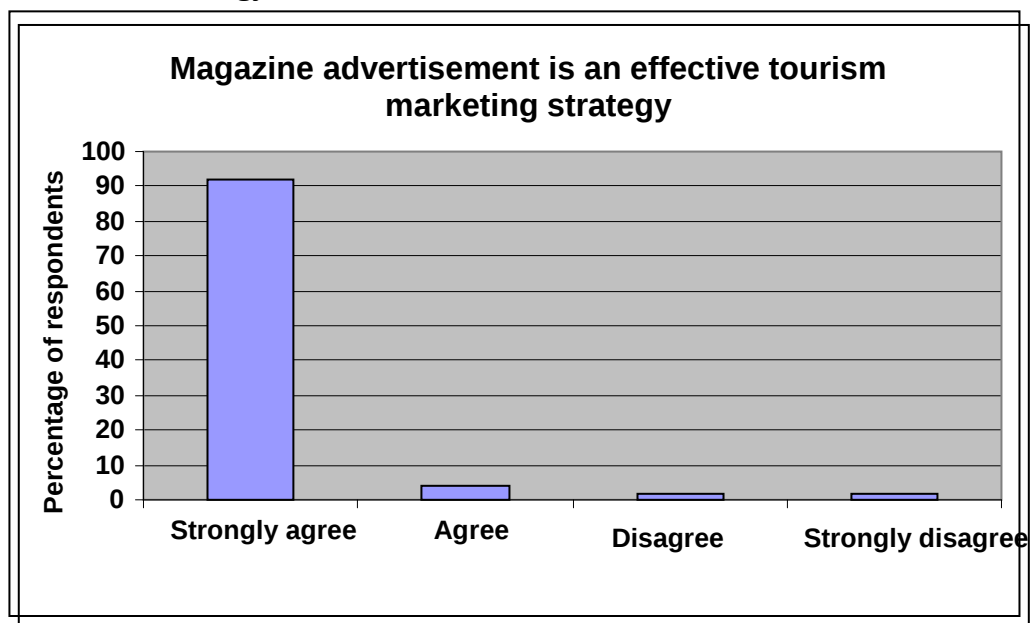
To establish the effectiveness of magazine advertisement as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in the table 4.4.3 and Figure 4.10 below.

Table 4. 9 : Magazine advertisement is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	46	2	1	1
Percentage	92%	4%	2%	2%

Source: Researcher's Analysis (2013)

Figure 4. 9: Magazine advertisement is an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 92% of respondents strongly agree that magazine advertisement is an effective institutional tourism marketing strategy, while 4% of respondents agree, 2% of respondents disagree and 2% of respondents strongly disagree.

4.4.4 Directory advertisement is an effective tourism marketing strategy

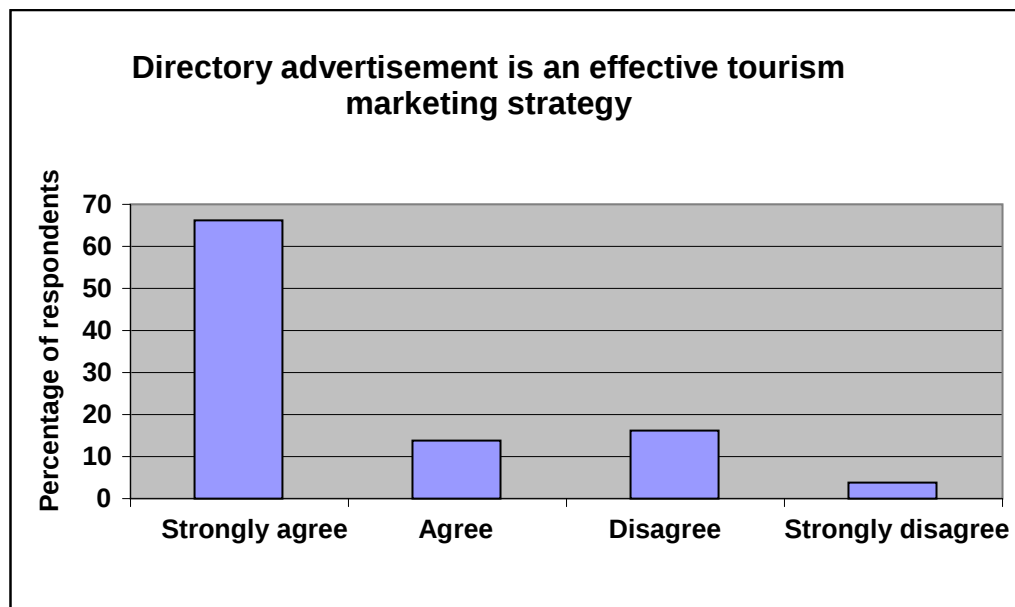
To establish the effectiveness of directory advertisements as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in the table 4.11 and Figure 4.11 below.

Table 4. 10 : Directory advertisement is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	33	7	8	2
Percentage	66%	14%	16%	4%

Source: Researcher's Analysis (2013)

Figure 4. 10 : Directory advertisements is an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 66% of respondents strongly agree that directory advertisement is an effective institutional tourism marketing strategy while 14% of respondents agree, 16% of respondents disagree and 4% of respondents strongly disagree.

4.4.5 Display advertisement is an effective tourism marketing strategy

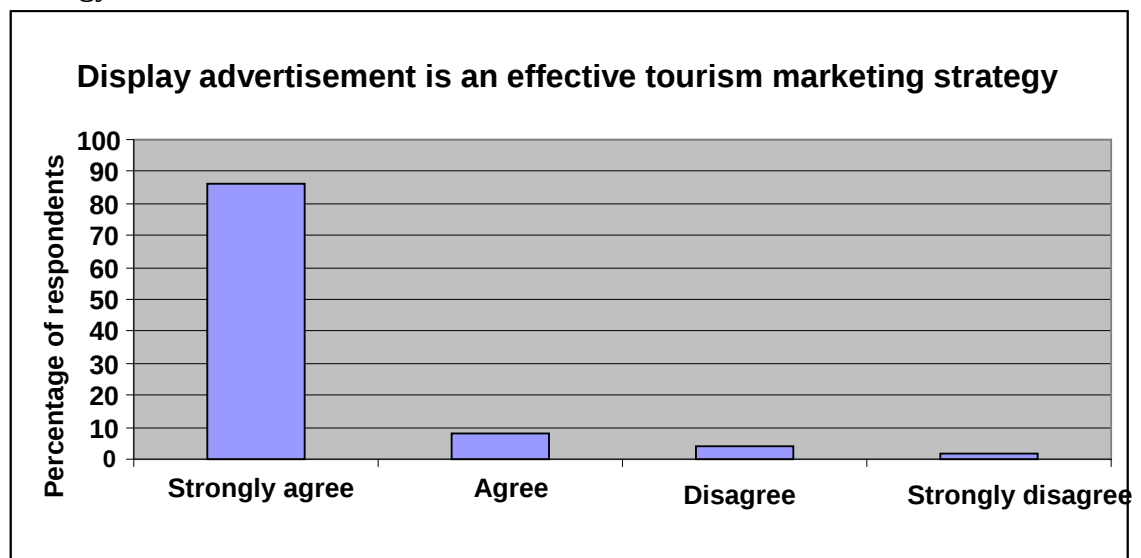
To establish the effectiveness of directory advertisements as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in Table 4.12 and Figure 4.12 below.

Table 4. 11 : Display advertisement is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	43	4	2	1
Percentage	86%	8%	4%	2%

Source: Researcher's Analysis (2013)

Figure 4. 11 : Display advertisement is an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 86% of respondents strongly agree that display advertisement is an effective institutional tourism marketing strategy while 8% of respondents agree, 4% of respondents disagree and 2% of respondents strongly disagree.

4.4.6 Trade fairs are an effective tourism marketing strategy

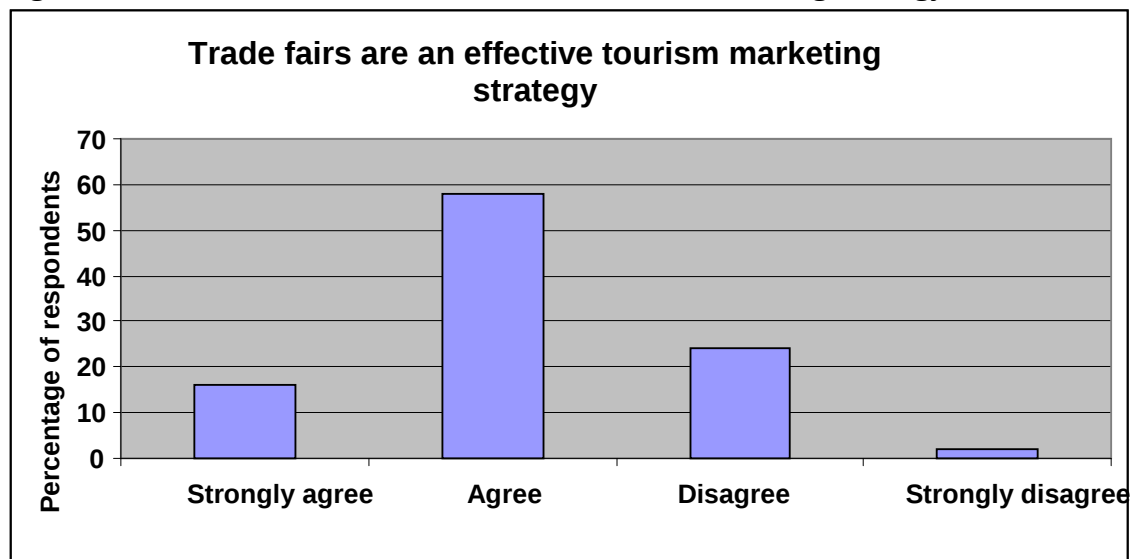
To establish the effectiveness of trade fairs as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in Table 4.13 and Figure 4.13 below.

Table 4. 12 : Trade fairs are an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	8	29	12	1
Percentage	16%	58%	24%	2%

Source: Researcher's Analysis (2013)

Figure 4. 12 : Trade fairs are an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 16% of respondents strongly agree that trade fairs are an effective institutional tourism marketing strategy while 58% of respondents agree, 24% of respondents disagree and 2% of respondents strongly disagree.

4.4.7 Diplomatic missions are an effective tourism marketing strategy

To establish the effectiveness of diplomatic missions as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the

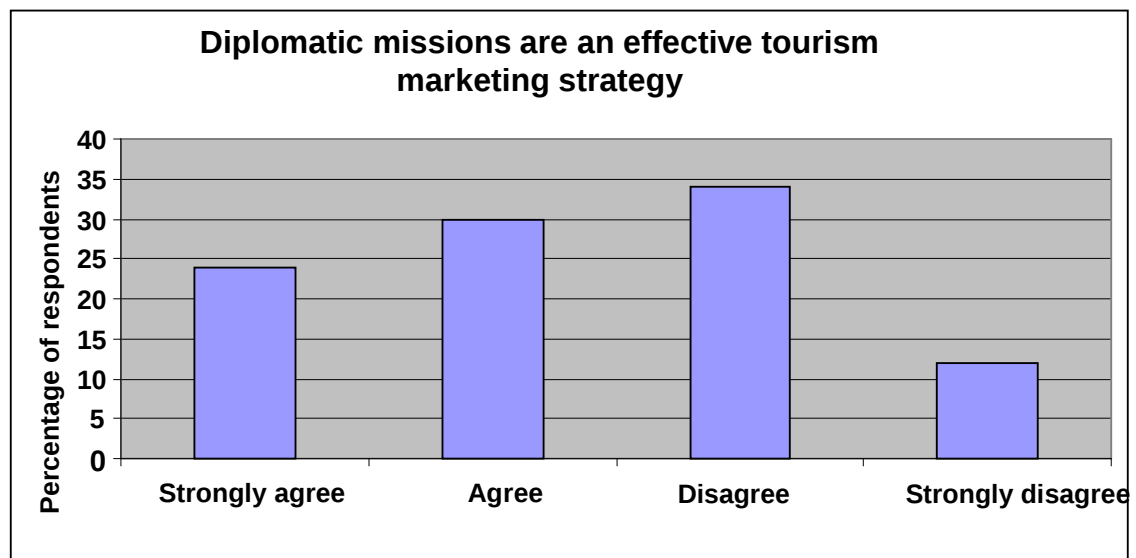
issue and the feedback from respondents was documented as shown in Table 4.14 and Figure 4.14 below.

Table 4. 13 : Diplomatic missions are an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	12	15	17	6
Percentage	24%	30%	34%	12%

Source: Researcher's Analysis (2013)

Figure 4. 13 : Diplomatic missions are an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 24% of respondents strongly agree that monotonous (boring) work causes job stress, while 30% of respondents agree, 34% of respondents disagree and 12% of respondents strongly disagree.

4.4.8 Hosting international events is an effective tourism marketing strategy

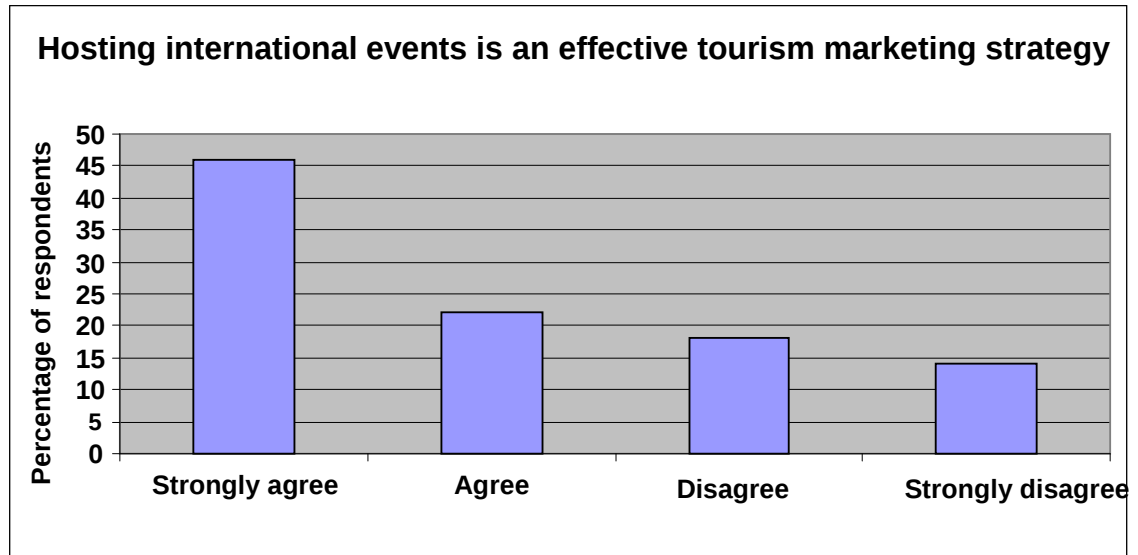
To establish the effectiveness of hosting international events as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in table 4.15 and Figure 4.15 below.

Table 4. 14: Hosting international events is an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	23	11	9	7
Percentage	46%	22%	18%	14%

Source: Researcher's Analysis (2013)

Figure 4. 14 Hosting international events is an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 46% of respondents said that hosting international events is an effective tourism marketing strategy while 22% of respondents, 18% of respondents disagree and 14% of respondents strongly disagree.

4.4.9 Goodwill ambassadors are an effective tourism marketing strategy

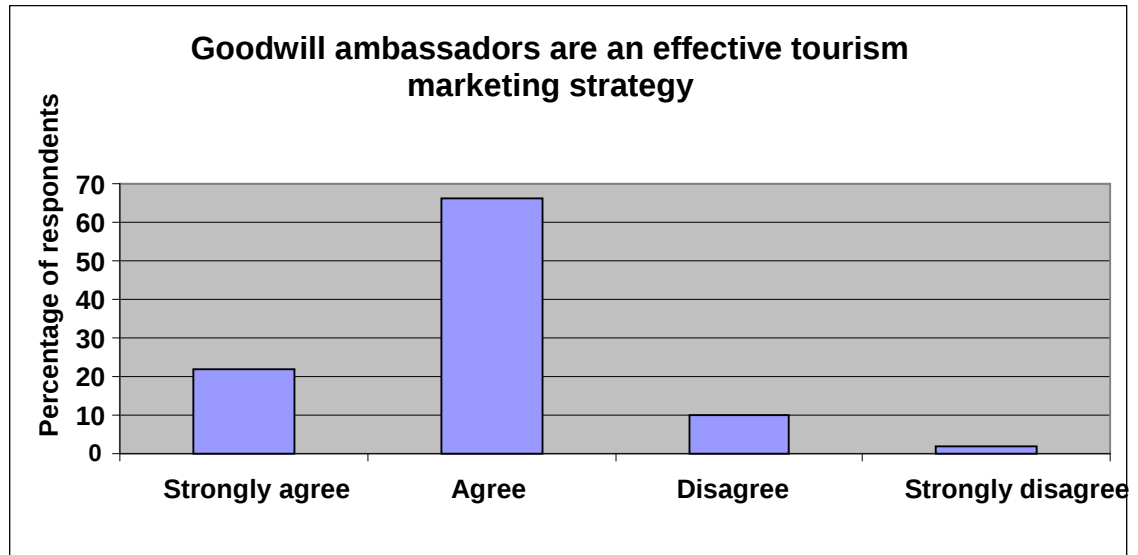
To establish the effectiveness of goodwill ambassadors as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in Table 4.16 and Figure 4.16 below.

Table 4. 15: Goodwill ambassadors are an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	11	33	5	1
Percentage	22%	66%	10%	2%

Source: Researcher's Analysis (2013)

Figure 4. 15 : Goodwill ambassadors are an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 66% of respondents agree that goodwill ambassadors are an effective institutional tourism marketing strategy while 22% of respondents strongly agree, 10% of respondents disagree and 2% of respondents strongly disagree.

4.4.10 Sports events are an effective tourism marketing strategy

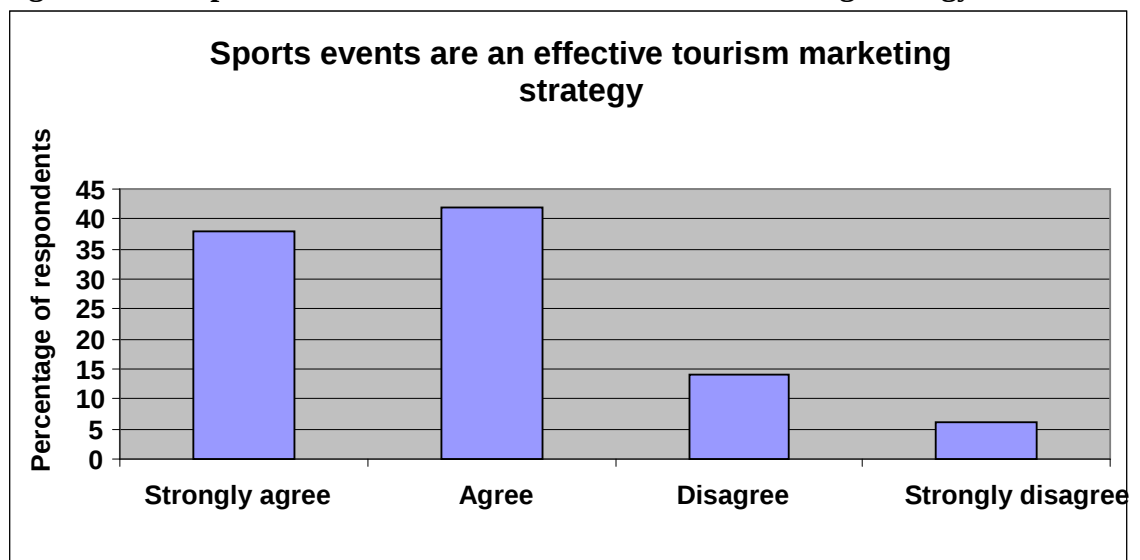
To establish the effectiveness of sport events as an institutional tourism marketing strategy, the researcher analyzed the feedback from respondents on the issue and the feedback from respondents was documented as shown in Table 4.17 and Figure 4.17 below.

Table 4. 16: Sports events are an effective tourism marketing strategy

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	19	21	7	3
Percentage	38%	42%	14%	6%

Source: Researcher's Analysis (2013)

Figure 4. 16 : Sports events are an effective tourism marketing strategy



Source: Researcher's Analysis (2013)

The findings above show that 42% of respondents agree that sports events are an effective institutional tourism marketing strategy while 38% of respondents strongly agree, 14% of respondents disagree and 6% of respondents strongly disagree.

4.6 Challenges Facing TTB in implementing tourism marketing strategies

4.6.1 Shortage of financial resources

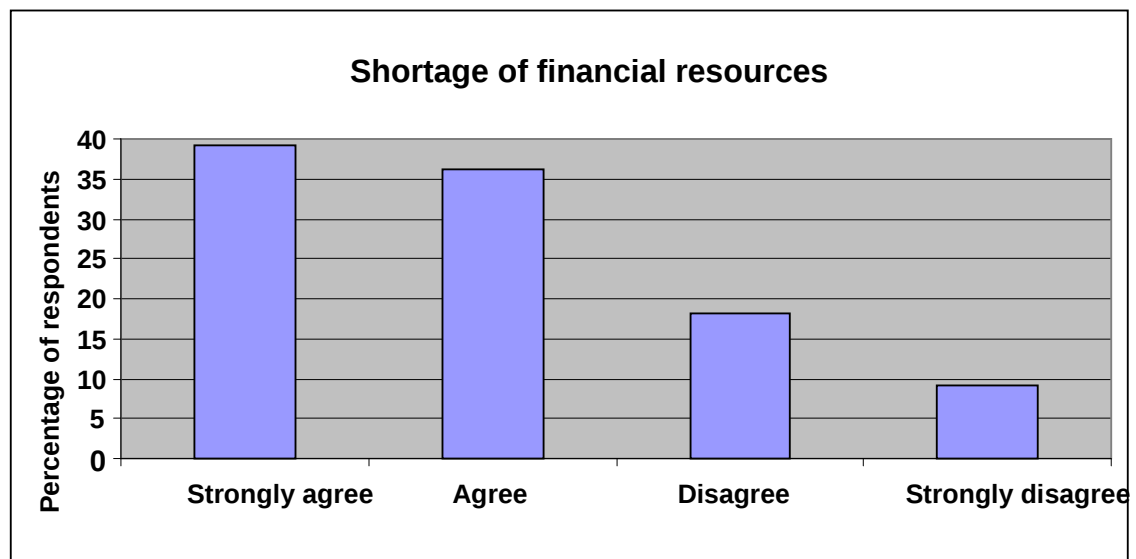
The researcher analyzed the feedback from respondents on whether shortage of financial resources is among the challenges facing TTB in implementation of tourism marketing strategies. The feedback from respondents was documented as shown in the table and figure below;

Table 4. 17 : Shortage of financial resources

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	19	18	9	4
Percentage	38%	36%	18%	8%

Source: Researcher's Analysis (2013)

Figure 4. 17 : Shortage of financial resources



Source: Researcher's Analysis (2013)

The findings above show that 38% of respondents strongly agree that shortage of financial resources is a challenges facing implementation of tourism marketing strategies, 36% of respondents agree, 18% of respondents disagree and 8% of respondents strongly disagree. This shows that lack of financial resources is a challenge.

4.6.2 Lack of expertise on tourism marketing strategies

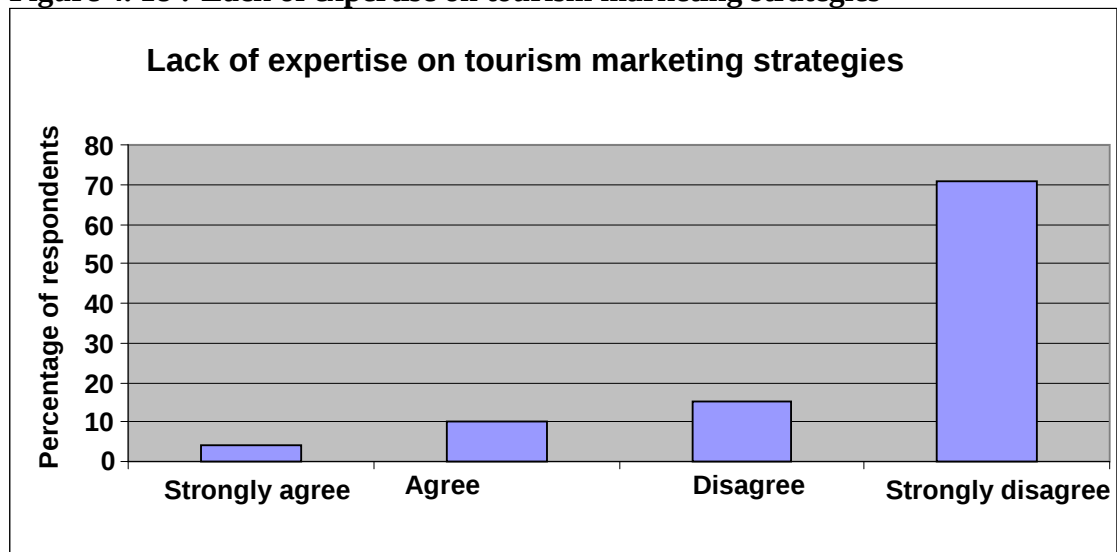
The researcher analyzed the feedback from respondents on whether lack of expertise on tourism marketing strategies is among the challenges facing TTB in implementation of tourism marketing strategies. The feedback from respondents was documented as shown in the table and figure below;

Table 4. 18 : Lack of expertise on tourism marketing strategies

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	2	5	8	35
Percentage	4%	10%	16%	70%

Source: Researcher's Analysis (2013)

Figure 4. 18 : Lack of expertise on tourism marketing strategies



Source: Researcher's Analysis (2013)

The findings above show 70% of respondents strongly disagree that lack of expertise on tourism marketing strategies is among the challenges facing TTB in implementation of tourism marketing strategies. These findings suggest that lack of tourism marketing strategies is not among the challenges facing TTB in implementation of tourism marketing strategies.

4.6.3 Lack of competence among marketing personnel

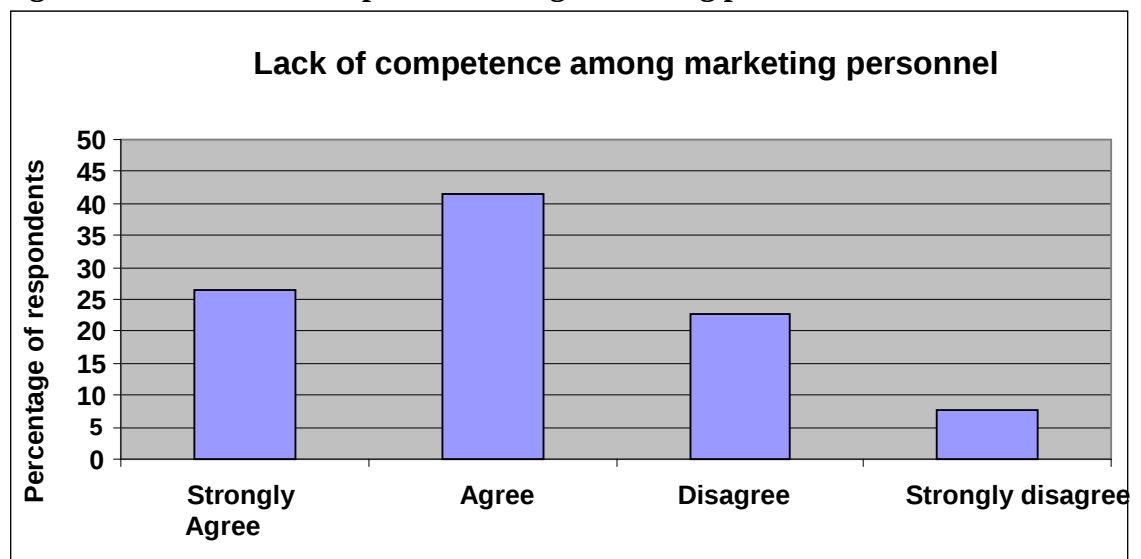
The researcher analyzed the feedback from respondents on whether lack of competence among marketing personnel is among the challenges facing TTB in implementation of tourism marketing strategies. The feedback from respondents was documented as shown in the table and figure below;

Table 4. 19 : Lack of competence among marketing personnel

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	13	21	12	4
Percentage	26%	42%	24%	8%

Source: Researcher's Analysis (2013)

Figure 4. 19 : Lack of competence among marketing personnel



Source: Researcher's Analysis (2013)

The findings above show that 42% of respondents agree that lack of competence among marketing personnel is among the challenges facing TTB in implementation of tourism marketing strategies, while 26% of respondents strongly agree, 24% of respondents disagree and 8% of respondents strongly disagree.

4.6.4 Poor choice of marketing strategies

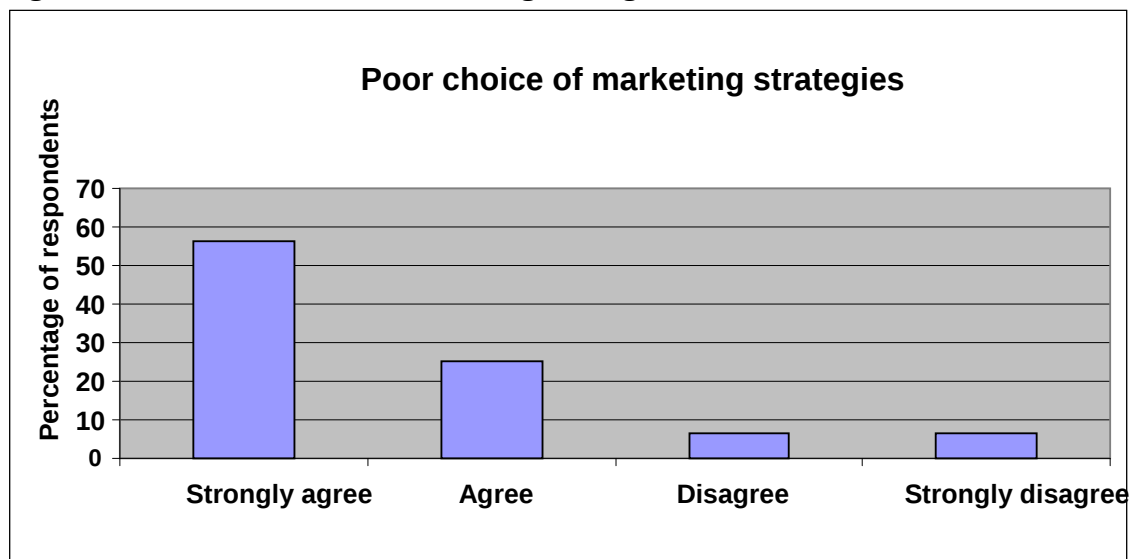
The researcher analyzed the feedback from respondents on whether poor choice of marketing strategies is among the challenges facing TTB in implementation of tourism marketing strategies. The feedback from respondents was documented as shown in the table and figure below;

Table 4. 20 : Poor choice of marketing strategies

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	29	13	4	4
Percentage	58%	26%	8%	8%

Source: Researcher's Analysis (2013)

Figure 4. 20 : Poor choice of marketing strategies



Source: Researcher's Analysis (2013)

The findings above show that 58% of respondents strongly agree poor choice of marketing strategies is among the challenges facing TTB in implementation of tourism marketing strategies, 26% of respondents agree, 8% of respondents disagree and 8% of respondents strongly disagree. These findings suggest that poor choice of marketing strategies is among the challenges facing TTB in marketing strategies.

4.6.5 Lack of stakeholders' support

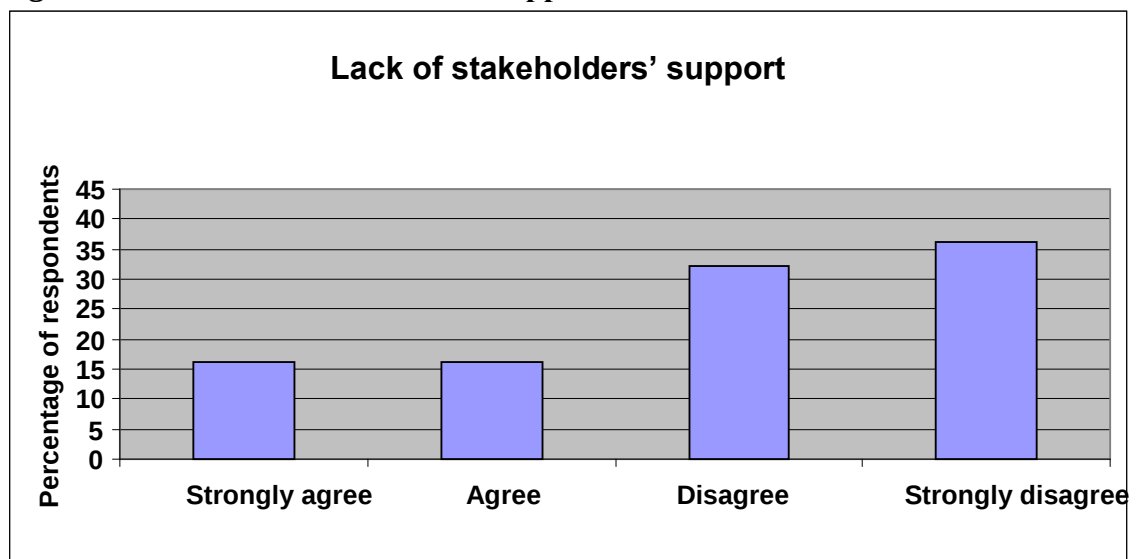
The researcher analyzed the feedback from respondents on whether lack of stakeholders' support is among the challenges facing TTB in implementation of tourism marketing strategies. The feedback from respondents was documented as shown in the table and figure below;

Table 4. 21 : Lack of stakeholders' support

	Strongly agree	Agree	Disagree	Strongly disagree
No. of respondents	8	8	16	18
Percentage	16%	16%	32%	36%

Source: Researcher's Analysis (2013)

Figure 4. 21 : Lack of stakeholders' support



Source: Researcher's Analysis (2013)

The findings above show that 36% of respondents strongly disagree that lack of stakeholders' support is among the challenges facing TTB implementation of tourism marketing strategies while 32% of respondents disagree, 8% of respondents agree and 8% of respondents strongly agree. These findings suggest that lack of stakeholders' is not among the challenges facing TTB in implementation of tourism marketing strategies.

4.6 Measures taken by TTB to overcome marketing challenges

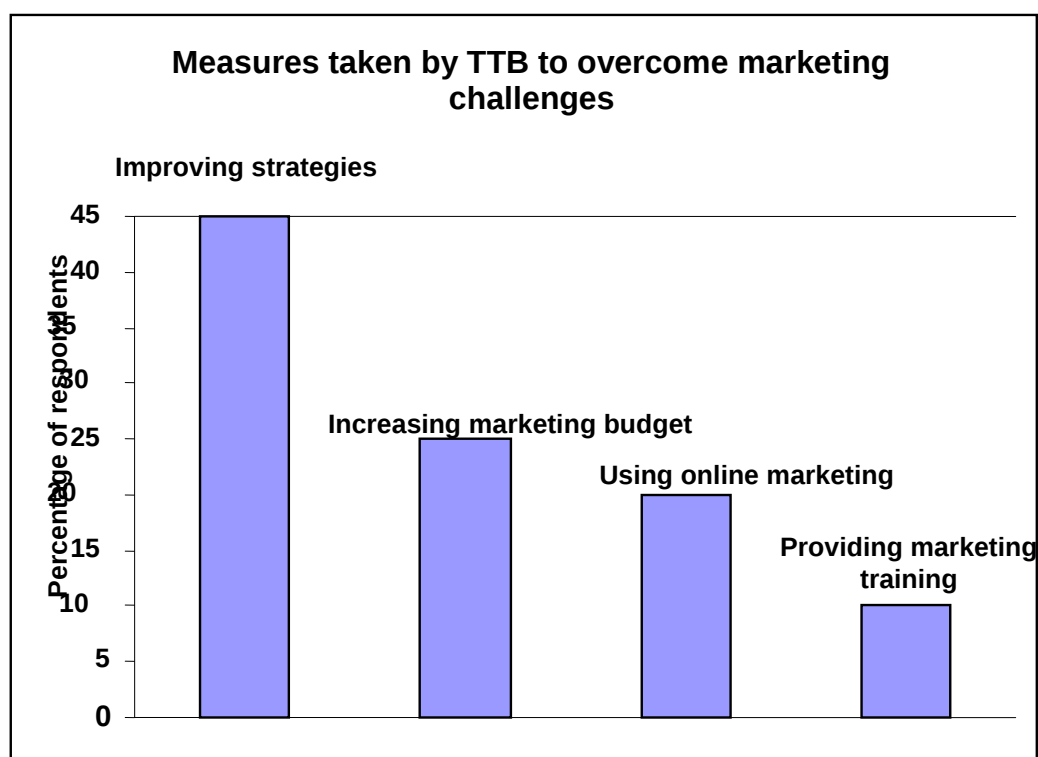
Various measures were taken by TTB to overcome marketing challenges. The measures were reported by respondents as follows;

Table 4. 22 : Measures taken by TTB to overcome marketing challenges

	45	Percentage (%)
Improving marketing strategies	9	45
Increasing marketing budget	10	25
Using online marketing	5	10
Providing marketing training to staff	10	20
Total	50	100

Source: **Researcher's Analysis (2013)**

Figure 4. 22 : Measures taken by TTB to overcome marketing challenges



Source: **Researcher's Analysis (2013)**

The findings show that measures taken by TTB to overcome marketing challenges include; improving marketing strategies, increasing marketing budget, using of online marketing strategies providing marketing training to staff members

4.5 Testing of Variables on Effectiveness of TTB's tourism marketing strategies

4.5.1 Correlation coefficient of effectiveness of Television advertisements

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	1.000**
	Sig. (2-tailed)		.000
	N	4	4
VAR00002	Pearson Correlation	1.000**	1
	Sig. (2-tailed)	.000	
	N	4	4

**. Correlation is significant at the 0.01 level (2-tailed).

4.5.2 Correlation coefficient of effectiveness of website promotion

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.996**
	Sig. (2-tailed)		.004
	N	4	4
VAR00002	Pearson Correlation	.996**	1
	Sig. (2-tailed)	.004	
	N	4	4

**. Correlation is significant at the 0.01 level (2-tailed).

4.5.3 Correlation coefficient of effectiveness of magazine advertisements

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	1.000 ^{**}
	Sig. (2-tailed)		.000
	N	4	4
VAR00002	Pearson Correlation	1.000 ^{**}	1
	Sig. (2-tailed)	.000	
	N	4	4

^{**}. Correlation is significant at the 0.01 level (2-tailed).

4.5.4 Correlation coefficient of effectiveness of directory advertisements

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	1.000 ^{**}
	Sig. (2-tailed)		.000
	N	4	4
VAR00002	Pearson Correlation	1.000 ^{**}	1
	Sig. (2-tailed)	.000	
	N	4	4

^{**}. Correlation is significant at the 0.01 level (2-tailed).

4.5.5 Correlation coefficient of effectiveness of display advertisements

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.995 ^{**}
	Sig. (2-tailed)		.005
	N	4	4
VAR00002	Pearson Correlation	.995 ^{**}	1
	Sig. (2-tailed)	.005	
	N	4	4

^{**}. Correlation is significant at the 0.01 level (2-tailed).

4.5.6 Correlation coefficient of effectiveness of trade fairs

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.252
	Sig. (2-tailed)		.748
	N	4	4
VAR00002	Pearson Correlation	.252	1
	Sig. (2-tailed)	.748	
	N	4	4

4.5.7 Correlation coefficient of effectiveness of diplomatic missions

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.070
	Sig. (2-tailed)		.930
	N	4	4
VAR00002	Pearson Correlation	.070	1
	Sig. (2-tailed)	.930	
	N	4	4

4.5.8 Correlation coefficient of effectiveness of hosting international events

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.974*
	Sig. (2-tailed)		.026
	N	4	4
VAR00002	Pearson Correlation	.974*	1
	Sig. (2-tailed)	.026	
	N	4	4

*. Correlation is significant at the 0.05 level (2-tailed).

4.5.9 Correlation coefficient of effectiveness of good will ambassadors

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.070
	Sig. (2-tailed)		.930
	N	4	4
VAR00002	Pearson Correlation	.070	1
	Sig. (2-tailed)	.930	
	N	4	4

4.5.10 Correlation coefficient of effectiveness of sporting events

Correlations

		VAR00001	VAR00002
VAR00001	Pearson Correlation	1	.490
	Sig. (2-tailed)		.510
	N	4	4
VAR00002	Pearson Correlation	.490	1
	Sig. (2-tailed)	.510	
	N	4	4

4.5.11 Ranking of variables on effectiveness of tourism marketing strategies

Based on analysis shown above, the table below shows the ranking in effectiveness of institutional marketing strategies used by TTB based on their correlation coefficient.

S/N	Type of job stress	Correlation coefficient
1	Television advertisements	1.000
2	Magazine advertisements	1.000
3	Display advertisements	0.998
4	Website promotion	0.996
5	Display advertisements	0.995
6	Hosting international events	0.974
7	Staging sports events	0.490
8	Trade fairs	0.254
9	Diplomatic missions	0.07
10	Goodwill ambassadors	0.070

Source:Researcher's Analysis (2013)

As shown in the table above, the findings from the study show that the most effective institutional marketing strategies used by TTB in promoting the tourism industry in Tanzania are (by level of significance); using Television advertisements such as those shown on CNN and BBC, placing advertisements in various tourism and travel magazines, putting display advertisements in strategic areas such as airports, website promotion, hosting international events especially those involving high profile political and business leaders (conferences etc). Lesser effective institutional marketing strategies include; staging sports events, participation in international tourism and travel trade fairs, using Tanzania's diplomatic missions abroad and using goodwill ambassadors in various countries.

4.7 Findings from Interviews

During the study, the researcher conducted various interviews with respondents on institutional marketing strategies used by TTB. During an interview with the Marketing Manager of TTB, this is what she had to say;

“TTB has developed a good marketing strategy to attract target tourists. The marketing are aimed to position Tanzania as a unique and attractive tourist destination that people would like to visit. In implementing the marketing strategy, TTB under the supervision of the Ministry of Natural Resources and Tourism (MNRT), cooperates with various stakeholders in the tourism industry”.

She further elaborated that;

“The stakeholders include travel agencies, Tanzania Confederation of Tourism (TCT), hotel owners and tour operators. This cooperation is geared to ensure that tourists have an excellent and unforgettable experience when they are visiting Tanzania and that tourists obtain satisfactions from all touch points of services across the country”.

Website promotion

On the issue of website promotion, the Marketing Manager of TTB had the following to say;

“Internet is cost-effective and easy way to reach mass customers. Many tourists’ especially high-educated and high-income ones search information on the Internet when planning holiday trips. TTB makes make use of it’s website to encourage tourists to visit Tanzania by showing various tourist attractions that can only be found in Tanzania”

Television, Magazine and Display Advertisement

On the issue of advertisements, the Marketing Manager had the following to say”

“TTB advertises and promotes Tanzanian tourism in various international Television channels, travel and tourism magazines and displays in various international airports. TTB also works with various travel agencies who promotes Tanzania and put advertisements in tourism directories.

However, the insisted on having joint efforts among all stakeholders in the tourism sector s as to make the marketing strategies more effective;

“Joint efforts are needed from public and private stakeholders to implement such a strategy that will see this country attracting tourists. Joint efforts will help Tanzania to effectively and appropriately manage the complexity of today’s tourism marketing challenges and penetrate the markets and attract more tourists to visit Tanzania,” She added.

Goodwill ambassadors

On the issue of using Goodwill ambassadors to promote Tanzania’s tourism industry, this is what the Marketing Manager of TTB had to say”

“The Minister of Natural Resources and Tourism, Honorable Ambassador Khamis Kagasheki recently announced the appointment of three Goodwill Ambassadors to promote tourism to Tanzania in the United States. TTB recognizes the pivotal role that Goodwill Ambassadors can have in marketing and promotion of Tanzania as a tourist destination”.

She further added that;

“One of the Goodwill Ambassadors has already made a huge impact on Tanzania’s tourism. The Ambassador, Patrick Steenberge, President of Texas-based Global Football, brought the first ever college American football game played on African soil to Tanzania in May of 2011. The game generated enormous press coverage including ESPN TV and a 45-minutedocumentary broadcast on CBS Sports Network”.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings of the study, the conclusion made by the study, recommendations and areas for further studies. The conclusion highlights the key findings of the study specifically related to the objectives of the study whilst the recommendation key issues to be done so as to improve institutional marketing strategies in the tourism industry.

5.2 Summary of findings

Before addressing the objectives of the study, the researcher analyzed data on the demographic profile of respondents by focusing on their age, gender, level of education, level of work experience and level of awareness with regard to institutional marketing strategies used by TTB. The findings from the analysis indicated that majority of the respondents are middle aged, well educated and adequately experienced.

The findings also showed that TTB is an equal opportunity employer with a fair representation of both, males and females among its members of staff. The findings also showed that majority of respondents were well aware of the issue of institutional marketing strategies used by TTB. Their awareness, combined with their education and experience enables them to perform their duties effectively.

The first objective of the study was to identify various tourism marketing strategies used by TTB to promote tourism in Tanzania. The findings of the study showed that the main forms of institutional tourism marketing strategies used by TTB are (by order of significance); Television and website advertisements, magazine advertisements, directory advertisements as well as participating in local and international tourism trade fairs. The second objective of the study was to assess the effectiveness of institutional tourism marketing strategies used by TTB. The findings of the study showed that majority of respondents had the opinion that institutional

tourism marketing strategies used by TTB are effective and this was signified the annual increase in the number of tourists visiting Tanzania and the increase in amount of revenue collected in the tourism sector.

Among the institutional marketing strategies used by TTB, the most effective strategies were identified as follows; (by order of significance); Television advertisements such as those shown on CNN and BBC, placing advertisements in various tourism and travel magazines, putting display advertisements in strategic areas such as airports, website promotion and hosting international events involving high profile people.

The third objectives was to identify the challenges faced by TTB in implementing it's institutional tourism marketing strategies. The findings from the study showed that the main challenges faced by TTB include; shortage of financial resources, lack of competence in marketing among TTB staff, poor choice of marketing strategies and lack of support and cooperation from various stakeholders in the tourism industry.

The researcher found out that these challenges in one way or another undermine the effectiveness of TTB in implementing institutional tourism marketing strategies.

To overcome these challenges, the takes various measures such as; improving marketing strategies, increasing marketing budget, using of online marketing strategies providing marketing training to staff members

5.3 Conclusion

The study concludes that the most effective institutional marketing strategies used by TTB in promoting the tourism industry in Tanzania are using Television advertisements, placing advertisements in tourism and travel magazines, putting display advertisements in strategic areas such as airports, website promotion, hosting international events especially those involving high profile political and business leaders.

The study identified the main challenges facing TTB in implementing institutional marketing strategies to be; shortage of financial resources which limits the size of the marketing budget used by TTB, lack of expertise on the latest tourism marketing strategies among TTB marketing staff, poor choice of marketing strategies and lack of competence among staff members. To overcome marketing challenges it faces in promoting the tourism industry in Tanzania, TTB takes various measures such as; involving various stakeholders in the tourism sector, improving institutional marketing strategies, increasing the size of the marketing budget, using of online marketing strategies providing marketing training to staff members.

5.4 Recommendations

To enhance the marketing institutional marketing strategies used by TTB to market the tourism sector; the researcher recommends the following measures to be taken;

- i. TTB should recruit qualified and competent staff in marketing. TTB, in collaboration with other government and non-government organizations should seek for regular capacity-building programs on tourism marketing among other stakeholders in the tourism industry.
- ii. TTB should develop a marketing strategy that will come up with more attractive designs of cultural tourism products. TTB should also invest in more marketing activities especially in the international arena such as Television advertisements.
- iii. The Ministry of Natural Resources and Tourism (MNRT) should develop short courses tailored mainly to help Tanzanians involved in the tourism industries. Such courses can be wide in scope from marketing and other tourism issues.

5.5 Areas for further studies

The researcher recommends that more studies needs to be conducted on the impact of institutional marketing strategies on the number of tourist arrivals and amount of revenues collected by the tourism industry in Tanzania.

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APPENDICES

APPENDIX I: QUESTIONNAIRE TO TTB STAFF

Dear respondent, this questionnaire has been designed for the purpose of collecting data for a research study titled: “Institutional Marketing Strategies in the Tourism Industry in Tanzania: Case Study of Tanzania Tourism Board (TTB)”. This survey is administered by a student of Mzumbe University pursuing a Masters in Business Administration (MBA Corporate Management).

- 1) Age profile of respondents
 - a) 25-30 years
 - b) 31-35 years
 - c) 36-40 years
 - d) 41-50 years

- 2) Gender profile of respondents
 - a) Male
 - b) Females

- 3) Level of education of respondents
 - a) Secondary education
 - b) Diploma
 - c) Bachelor’s degree
 - d) Post Graduate Diploma
 - e) Masters degree

- 4) Level of experience tourism marketing?
 - a) 7 years or more
 - b) 5-6 years
 - c) 3-4 years
 - d) 0-2 years

- 5) Have you received any form of training marketing?

- a) Yes
- b) No

6). Which of the following marketing strategies does TTB use, and how?

- (a) Advertising
- (b) Promotion'
- (c) Events and experience
- (d) Publicity/Public Relations
- (e) Online marketing
- (f) Personal selling
- (g) International agents

7). How effective are each of the following marketing strategies used by TTB?

	Very effective	Effective	Not sure	Less effective	Not effective
Advertising					
Promotion'					
Publicity/Public Relations					
Online marketing					
Personal selling					
International agents					

Scale: Strongly agree=5, Agree=4, Not sure=3, Disagree=2, Strongly disagree=1

8). Which of the following challenges does TTB face in marketing tourism industry?

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Lack of marketing expertise					
Insufficient marketing budget					
Poor product quality					
Stiff competition					

Poor pricing					
Lack of conducive premises					
Poor marketing strategies					

Scale: Very effective=5, Effective=4, Not sure=3, Less effective =2, Not effective

9) How does TTB overcome those marketing challenges?

10). What are measures should be taken by TTB to improve marketing strategies

Thank you for your participation.
Your cooperation is highly appreciated.

APPENDIX II: Work Plan

Activity	Week1	Week2	Week3	Week4	Week5	Week6	Week7
Literature review							
Research problem definition							
Research questions' development							
Research objectives hypothesis development							
Research methodology set-up							
Presentation of initial research proposal							
Review and re-writing research proposal							
Submission of final research proposal							
Data collection							
Data analysis and interpretation							
Research report writing – first draft							
Research report submission first draft							
Review and re-writing research report							
Research report submission to External Examiner							
Research report re-writing final							
Submission of final research							

APPENDIX III: Estimated Research Budget

Items	Amount TZS	
Stationary and Printing		
a) 4 reams of photocopy and printing papers @ TZS 8,000/-	32,000	
b) Writing, printing, photocopy and binding 1000 pages @ TZS 50	500,000	532,000
Internet Services		
a) Browsing for downloads 10 times x 4 months @ TZS 1200	48,000	
b) Printing the downloads – est. at TZS	50,000	98,000
Data analysis and reporting costs:		
a) Data processing and analysis	350,000	
b) Secretarial services	440,000	
c) Report production & editing	450,000	1,240,000
Total		2,000,000
Contingency: 10% of total		300,000
GRAND TOTAL		2,300,000